INDUSTRIAL RELATIONS IN PUBLIC SECTOR ENTERPRISES IN INDIA (A SPECIAL STUDY OF PUBLIC SECTOR UNITS IN NAINI, ALLAHABAD)

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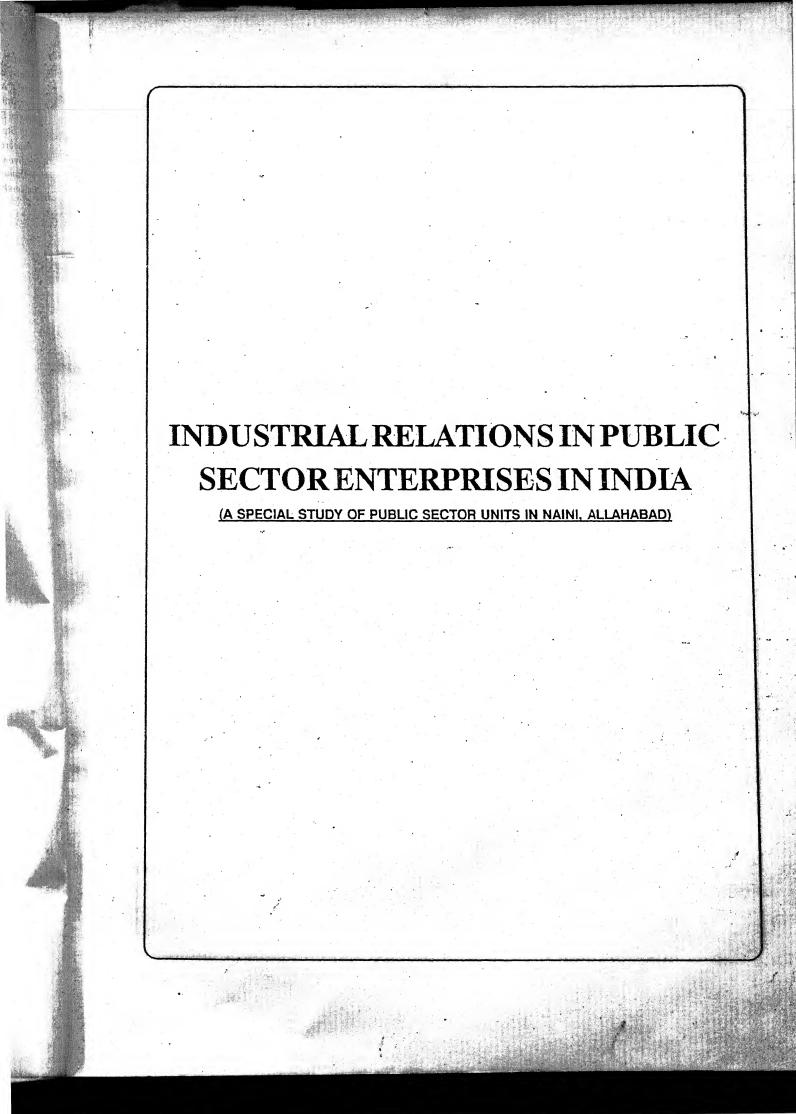
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CERTIFICATE

This is to certify

- (1) That the thesis embodies the work of the candidate herself (Miss Aparna Raj)
- (2) That the candidate worked under me for the period required under the ordinance 7.
- (3) That she has put in the required attendance in my department during that period.

Dr. D. C. Agrawal



" RESEARCH IS FUNDAMENTALLY A STATE OF MIND INVOLVING CON-TINUED REEXAMINATION OF DOCTRINES AND AXIOMS UPON WHICH CUR-RENT THOUGHT AND ACTION ARE BASED.IT IS THEREFORE CRITICAL OF **EXISTING PRACTICES."** THEOBALD SMITH AMERICAN JOURNAL OF MEDICAL SCIENCES 1929. 178. pg.40.

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APARNA RAJ

Dated 15th MARCH 1992 Place - Jhansi (U.P.).

HER OTHER STATES SECTION

PREFACE

In today's machine age, where everything is moving at an ultra high speed, industrialisation is increasing not just in the developed countries, but also in the developing and the under developed countries of the third world. In the last decade or so, industrialisation has been increasing in both the public as well as private sectors in India. Public sectors especially have been very much in news lately. This has been mainly because of the issue of sick public sector units and the plans for privatisation of some public sectors.

Public sectors are important for a country's economy, the government can not do away with them. What is important is that the sphere of the public sectors should be clearly specified, and they should be effeciently managed by experienced and effecient managers.

In the present times there have been labour unrest and poor industrial relations in both the public sectors as well as the private sectors. Industrial relations, or labour management relations especially, can usually break or make an industry. Hence cordial and harmonious industrial relations are very essential for the effecient working of an industry.

The present trend in industrial relations shows that both the trade unions, as well as the management have been failing in their task to maintain an atmosphere of happy and cordial industrial relations. It must be clearly understood that to maintain good industrial relations we can not put the responsibility on the managements shoulder alone, or on the unions or workers shoulder alone. Good industrial relations is the responsibility of all the people who are directly or indirectly concerned with an industry. Which means, the Government, the management, the unions and the workers. It is necessary that a stable participation should be present between all these people, and proper communication channel should be maintained

It is for these reasons, that the researcher has made an attempt to study "Industrial Relations in Public Sector Enterprises in India (A special study of public sector units in

implementation of workers participation in management schemes in the public sector units has been discussed.

In the fifth chapter, the role of the trade unions in the industrial relations, and their chief features in public sector units have been examined, alongwith the unions reaction to various technological changes and its effect on industrial relations.

In the sixth chapter the worker management relationship and human resource development, and managerial, technical, and personnel problems in public enterprises in respect of industrial relations, alongwith the managements responsibility in industrial safety have been discussed.

Uptill now, in all the above chapters, The researcher has been dealing with all the public sectors units in the country in general. The emphasis, in the seventh chapter shifts to Naini alone, and the various public sector units situated in Naini.

There are in all five public sector units in Naini namely-

- 1. BHARAT PUMPS & COMPRESSORS LTD.
- 2. TRIVENI STRUCTURALS LTD.
- 3. INDIAN TELEPHONE INDUSTRIES.
- 4. SWADESHI COTTON MILLS.
- 5. HINDUSTAN CABLES LTD.

The researcher has conducted an extensive survey in the first four units where she pesonally met the management, the union leaders and some of the workers in each unit In the fifth unit, i.e. Hindustan Cables Ltd. the permission to conduct a survey was not granted to the researcher, and hence only a short note has been added about this unit in the thesis. Regarding the other four units, a brief history and growth of the unit, its industrial relations policies and the results of the survey conducted in each unit has been seperately written for each unit, and in the end there is a section entitted "Summing Up", in which the overall results of the survey have been described, with the help of piegraphs and some suggestions for improvements are also given.

In the eighth chapter, which is "Conclusions and Recommendations" the final suggestions are given by the researcher alongwith the major conclusions that she reached to as a result of the survey.

Thus, an attempt has been made to cover all important aspects regarding Industrial Relations in Public Sector Enterprises. The views expressed and the suggestions given are the researchers own, and are the result of the survey conducted by the researcher.

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CHAPTER I

INTRODUCTION

A. WHAT IS INDUSTRIAL RELATIONS.

B. ORGIN AND GROWTH OF PUBLIC ENTERPRISES IN INDIA.

C. LABOUR PROBLEMS IN PUBLIC ENTERPRISES

D. PROFILE OF NAINI-ALLAHABAD (U.P.)

WHAT IS INDUSTRIAL RELATIONS?

Concept and Definition:

The concept of industrial relations has become a part and parcel of management science since the emergence of the factory system in the early ninteenth century. The term Industrial Relations is a very broad term and hence it is not easy to define.

The Encyclopaedia Britannica defines Industrial Relations thus-

" In modern usage, this phrase includes all matters that arise in the day to day association between employers, managers and workers. Its scope includes three fairly distinct areas:

- (1) Relation between managers and individval workers.
- (2) The collective relations between employers and labour (trade) unions, and.
- (3) The role of the government in the regulation of these relationships.

These three closely related fields of Industrial Relations are often referred to respectively as Personnel Management, Collective Bargaining and Labour Legislations. Although each area has become a seperate speciality with its own professional practitioners and literature, all are concerned essentially with two basic questions; Under what conditions shall work be done? How shall its proceeds be devided?

"Employers and workers do not always determine these answers by them selves. In many countries the government participates in working out answers and attempts to settle the disputes that arise when the parties are left to their own devices. Because of their interest in such intervention and in the legislation and economic policies of the government, employers and unions have become increasingly involved in political as well as industrial action. Since the subject matter of industrial relations, ranges from the grievances of individual workers to organized political activity of large groups, its

problems are under study in virtually all fields of social inquiry, economics, law, political science, psychology, sociology, social welfare and history¹.

In other words "Industrial Relations are the relations between an employee and an employer in the course of running of an industry and may project it self to spheres which may transgress to the areas of Quality control, Marketing, Price Fixation and Disposition of Profits among others"².

Industrial Relations is supposed to be that part of management which deals with the manpower of the enterprise. The term manpower includes the employers and the employees.

According to Tead and Metcalfe, "Industrial Relations is the composite result of the attitudes and approaches of employers and employees towards each other, with regard to planning, supervision, direction and coordination of the activities of an organization with a minimum of human efforts and frictions with an animating spirit of cooperation and with proper regard for the genuine well being of all members of the organization"³.

Professor Richardson observes, "How people get on together at their work, what difficulties arise between them, how their relations, including wages, and working conditions are regulated, and what organizations are set up for the protection of different interests, these are some of the main problems of industrial relations and indicate the wide scope of the subject."

According to Prof. J.T.Dunlop of Harvard University, "An industrial relations system at any one time in development is regarded as comprised of certain sectors, Certain contents, an ideology. Which binds the industrial relations system together; and a body of rules created to govern the actors at the work place and work community."⁵.

^{1.} Encyclopaedia Britannica, Vol.12 1973 edition, Encyclopaedia Britannica Inc. Chicago -pg. 204,

C.K.Johri: "Normative aspects of I.R." in Issues in Indian Labour Policy. C.K. Johri (Ed) N. Delhi, Shri Ram Centre of I.R. 1969.

^{3.} Tead and Metcalfe, "Personnel Administration."

^{4.}J.H.Richardsom, An Introduction to I.R. cited in S. Nagaraju "Industrial relations system in India, Allahabad Chugh Publications 1981 Pq.1)

^{5.} J.T.Dunico. 'Industrial Relations system. Henry Holt and Co. New York 1958 Pg.3.

Industrial Relations is a set of functional interdependence involving historical, economic, social, psychological demographic, technological, occupational political and legal variables" (V.B.Singh)⁶.

Dale Yoder defines it as follows, "Labour relations refers to problems of management, union relationships in which managers negotiate agreements with groups of employees and administer these labour contracts".

On analysing the above definitions we may conclude that industrial relations includes the following, or is concerned with the following factors.

- 1. The relationship between employers managers- workers, i.e. the senior managers, junior managers and the workers, or in other words the employer employee relationship.
- 2. Industrial relations is also concerned with the relationship between the management and the union, and between the union and workers.
- 3. Industrial relations is also concerned with the role played by the government in the above given relationships.

Industrial relations is not limited to employer employee relations, but it also includes relationships which exist among the workers them selves. The various agreements, disputes etc. among the workers also constitute a part of industrial relations.

Industrial relations works towards establishing a mutual link, between the various parties connected with the industry, especially between the management and the workers. It also aims at creating a sense of belonging in the minds of the workers and a sense of patronising responsibility in the minds of the management.

V.B.Singh, Climate for industrial Relations, A study of Kanpur Cotton Mills. Allied Publishers Bombay 1968 Pg.1

^{7.} Dale Yoder " Personnel Managementand Industrial Relations " Prentice hall of India New Delhi 1967 Pg.9

Industrial relations is also concerned with the following important topics:-

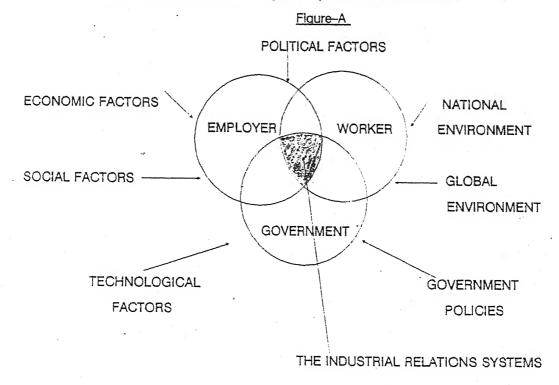
- -Wages
- -Working conditions
- -Labour welfare
- -Social Security
- -Workers Participation in management
- -Handling Grievances .
- -Solving Industrial Disputes.
- -Encourage Worker's Education etc.

Industrial Relations establishes a pipeline between worker's and management so as to create rapport and cordial relations between them. It sees to it that the trade unions works for the betterment of the workers, the management and the company. An important function of industrial relations is to maintain industrial democracy, and to avoid as far as possible, strikes, lockouts, gheraos etc. It also works towards a rise in industrial productivity, so as to contribute to the economic development of the country.

The Industrial Relations in any country are affected by the following factors

- 1.Global environment
- 2. National environment
- 3. Economic factors
- 4. Technological factors.
- 5. Social factors.
- 6.Government policies.
- 7. Political factors.

The Industrial Relations System may be represented as follows



As shown in the figure the industrial relations system is a web of rules, formed as a result of interaction between the employer, the worker, and the government and is affected by various outside forces and pressures. Even though there are only three major constituents shown in the figure which make up the IR system, one can not ignore the important role played by the unions in the IR system.

"Man" is the basic constituent of Industrial Relations. He is the prime mover to generate output. Therefore this resource must be intelligently utilised in a systematic, controlled way and to its highest effeciency to achieve the optimum growth rate. He must be handled with care. The management should mould its leadership style, method of planning, faishon of controlling etc.keeping in mind this very important constituent.

The basic relationships which exist in an industry and form a part of industrial ralations are between ⁸.

^{8.} Fuzail Ahmad, "Influence of Industrial Relations over productivity in Public sector' in Public Enterprises in India Ed. V.K.L.Srivastava Chugh Publication Allahabad 1990 Pg, 236

- 1. Worker and Worker
- 2. Worker and Supervisor
- 3. Worker and Manager
- 4. Worker and Management
- 5. Supervisor and Manager
- 6. Supervisor and Supervisor
- 7. Supervisor and Management
- 8. Manager and Manager
- 9. Manager and Management.

Thus Industrial Relations may also be defined as, "The interaction, direct or indirect amongst the members of an organisation. The process of interaction includes all sorts of communication whether related to service matter, production issues, quality of work life, development of welfare matters, The process of interaction must also include, "feelings developed" on account of trust or mistrust, understanding or misunderstanding, satisfaction or dissatisfaction etc. The process should also include activities either constructive or distructive."

A Sound Industrial Relations imply a low level of actual conflict and a low level of loss of working time due to labour management disputes. Good Industrial relations leads to improved morale, and job satisfaction to all people working in the enterprise. It also generates a confidence on both the sides that any problems and mutual differences that arise between them can be resolved to satisfaction without resort to direct conflict.

Fuzail Ahmad, "Influence of Industrial Relations over productivity in Public sector, : in Public Enterprises in India. VKL Srivastava Chust Publictions 1990 Pg.236

HISTORY AND GENESIS OF INDUSTRIAL RELATIONS IN INDIA:

In India, industrial relations has passed through several stages Social, economic, political and technological factors have influenced it from time to time.

In the preindependence days, workers were "hired and fired" since the principle of demand and supply governed industrial relations. The conditions of employment and wages were very poor. There were hardly any laws to protect the interests of the workers. But after the first world war, the concept of industrial relations changed and the employees resorted to violence and the employers to lockouts. The Trade Disputes Act of 1929 was enacted by the government, so as to speed up the process of Settelment of Industrial Disputes.

In 1938, the Bombay Industrial Relations (BIR) Act was enacted by the government of BOMBAY to meet the acute industrial unrest prevailing at that time. The Industrial Court, a Permanent machinery for the Settelment of disputes was established for the first time.

The BIR Act of 1938, was replaced by the BIR Act of 1946, which was amended in 1948, 1949, 1953 & 1956. After the second world war the state of Industrial Relations in the country deteriorated.

Soon after independence, the Industrial Disputes Act of 1947 was enacted. It not only established a permanent machinery for the settelment of industrial disputes, but it also made these awards binding and legally enforceable.

Soon after, a tripartite body, the Indian Labour Conference (ILC) was set up to look into the industrial relations problems in the country.

Various labour laws, concerning, seniority, wage rate, paid holidays, disciplinary matters, social security etc, were enacted from 1947 to 1956.

Table I
PROFILE OF LABOUR LEGISLATIONS IN INDIA(14)

Standards & Norms Legislations.	Welfare and Amenties legislations.	Disputes Processing and rights of par- ties legislations
1. Factories act	Maternity Benefits act.	Collective Matters : Central Acts
2. Shop & Establishments act.	2. Employees state in-	1. Industrial Disputes Act.
3. Mines act.	surance act.	2. Sales Promotion Employees act.
4. Plantation labour act.	3. Workmen's Compensa-	3. Payments of Bonus act.
5. Indian Merchant Shipping act.	tion act.	•
6. Minimum wages act.	4. Employees Provident	State Acts.
7. Payment of wages act.	fund act.	1. Bombay I.R. act.
8. Indian Trade unions act.	5. Gratuity.	2. Maharashtra Act for prevention of
		unfair labour practices and compul-
,* •		sary recognition of T.U.'s.
	y.	Individual Matters-Central Acts.
		1. Industrial Employees standing or-
	·.	ders Act. and model standing orders
· .		governing contract of employment.

14. Source-S.R. Mohan Das, "Industrial Relation in India". Basic Perspectives Industrial Relations institute of India. 1977 Bombay pg. 92

However in 1957 the emphasis shifted from legal enactments to voluntary arrangements. The period between 1957 to 1965 may be, "regarded as an attempt to move away from legalism to voluntarism which had dominated IR in India.¹⁰

The Code of Discipline was introduced in 1958. But it was not as big a success as envisaged, since, "the action for breaches of code of Discipline was being taken only against workers, while nothing was being done against the employers for breaches of the code on their part. 11

The government started relying on legislation & to regulate labour management relations. Other solutions which were sought, to solve IR problems were, recognition of unions, grievance procedure for workers, worker participation schemes etc.

The National commission of Labour (NCL) was appointed by the government in 1966, to look into labour matters, it submitted its report in 1969. But their recommendations were never implemented though some of them are in various stages of implementation.

The early years of the seventies faced a lot of industrial strife and loss of a large number of mondays. The ILC did not meet from 1972 to 1976 and in its place the National Apex Body was set up, it was bipartite in structure. During the emergency there was strict discipline in the industrial sector. "But after emergency, with the change in the political leadership, there followed a period of reconciliation and active trade union activity. The Janta Government drafted the Industrial Relations Bill (1978) but it was never launched.

Industrial Relations has become highly regulated at the plant level in the present times. The government has made attempts to promote bipartite collective bargaining situation.

^{10.} R.G. Kaulgi, "The Strategy & Tactics at the Bargaining Table" In Personnel Management The Indian Scene, Y.B.Bhonsie (E.D.) N. Delhi S.Chand & Co. 1977.

^{11.} C.S.Venkatratnam: "Whither the Industrial Code of Discipline, "Management and Labour studies. XLRI, Vol. 15, January 1990. No.1

^{12.} Arun Monappa, "Industrial Relations" Tata Mcgraw Hill Publication, New Delhi 1987 Pg 11.

The period between late 70's and early 1980's has been charecterised by violence on the Indian front. Impatience to have quicker settelments and rising expectations are the main reasons why workers are resorting to violence.

"To meet the situation of industrial strife, on 26 th July 1981 the government issued an ordinance to ban strikes, A new law, called the Essential Services Maintenance Act1981 (ESMA) was also promulgated with this now the government has wide ranging powers to intervene in industrial relations. ¹³

From time to time various labour laws have been enacted by the government. The labour laws regulate not only the conditions of work of industrial establishments, but also industrial relations, payment of wages, registration of trade unions, certification of standing orders etc.

Industrial relations, previously bipartite in nature has become tripartite. The tripartite concept of industrial relations has also undergone radical changes with the changes in the expectations of people under the influence of a welfare state envisaged for India.

Indian industrial relations today needs to widen its horizon to concern it self with the larger social and national interests.

In the future, for the streng thening of Industrial Relations in the country the following three factors need to be emphasized-

- 1. Collective Bargaining
- 2. A common labour code should be adopted
- 3. Workers Participation in Management.

As according to R. Bharat - " Its strategic importence extends beyond the limited frontiers of union management relationship and overlaps with the future prospect for

^{13.} Arun Monappa, Industrial Relations, "Tata MC grew Hill Publication. New Delhi 1987 Pg/ 12

Indian Democracy on one hand and the basic concepts and assumptions of economic development on the other The set of strategic choices must be made in the midst of economic and political difficulties, that the country is undergoing ¹⁵.

^{15.} R. Bharat," The state and Law" Industrial relations XXX (2) Jan. Feb. 1978 Pg. 23-30.

ORIGIN AND GROWTH OF PUBLIC ENTERPRISES IN INDIA

There are various misconceptions and doubts, about the term "Public Enterprises", This is because, public enterprises are known by various names, such as "Public sector under-taking", "nationalized industries", "State owned industries" Government concerns' etc. The standing committee of Parliament, calls them as "Public undertakings."

Encyclopaedia Brittannica has defined this term as follows - "The term usually refers to government ownership and active operation of agencies engaged, in supplying the public the goods and services which alternatively might be supplied by privately owned profit motivated firms (Private enterprise). ¹⁶

In the words of Friedmann, public enterprise is "An institution operating a service of an economic or social charecter, on behalf of the government, but as an independent legal entity largely autonomous in its management, though responsible to the public, through government and parliament and subject to some direction by the government, equipped on the other hand with independent and seperate funds of its own and the legal and commercial attributes of a commercial enterprise. ¹⁷

S.S. Khera, says, that "By public enterprise is meant the industrial, commercial and economic activities carried on by the Central Government or by a State Government and in each case either solely or in association with private enterprise, so long as it is managed by a self-contained management.¹⁸

Thus we see that public enterprises comprise of both central and state government enterprises, concerned with manufacturing and production of various industrial and consumer goods, including agriculture and various services which are also called departmental undertakings like, the Railways, P& T etc. these Central and State

Ency clop aedia Britannica, Volume 18, Encyclopaedia Britannica Inc. Chicago 1965 pg.
 738

^{17.} Friedmann, The Public corporations Stevens London 1954 pg.541.

^{18.} S.S.Khera, Management and Control in Public Enterprises. Asia Publishing House. Bombay 1964 pg.10

enterprises are controlled and managed by the Government, and they are accountable to the public through the parliament. In public enterprises, the social welfare aspects can well precede, supercede and even completely engulf business considerations. Though its true that these enterprises are owned by the government, but its also true that these enterprises have an inherent right to manage and control the enterprise in its day to day affairs without government interference.

The Directive principles of State Policy, contained in the Indian Constitution also required the state to ensure, "That the ownership and control of the material resources of the community are so distributed as to subserve the common good, that the operation of the economic system, does not result in concentration of wealth and means of production to the common detriment."

In a developing country like India where we have adopted the system of mixed economy, the objectives of public enterprises are as follows:-

- 1.To achieve the goals of planned economic development.
- 2.To accelerate the rate of economic growth. --
- 3.To finance the future plans.
- 4. To fill the gaps in industrial and commercial areas.
- 5.To reduce the strain caused by the outflow of valuable foriegn exchange.
- 6. To present it self as a model entrepreneur for private enterprises.
- 7. To supply essential commodities at reasonable rates in adequete quantity for the general public.
- 8. To bring about a balanced regional development.
- 9. To make private enterprises healthy and effecient and save them from sinking completely.
- 10. To try and bring about a reduction of disparities in income.
- 11. To avoid concentration of wealth and means of production in a few hands.
- 12. To help the under privileged.
- 13. To maintain a cordial atmosphere between employer and employees.
- 14. To help in the development of ancillery and small scale industries.

- 15. To facilitate aid and trading with socialistic countries.
- 16. To bring about control over sensitive areas like, allocation of scarce imported commodities, whole sale trade in agricultural commodities, control over the distribution system in relation to essential goods in order to reduce the margin between prices obtained by the producers and those paid by the consumers.
- 17. To attain self reliance in difficult technologies through development of capacity for design and development of machinery, equipment and instruments and elimination of dependence on foreign agencies for these services.
- 18. To enhance the employment opportunities by heavy investment in industry and mining; and transport and communication.

EVOLUTION OF PUBLIC ENTERPRISES

Pre Independence Era -

The birth of the Public sector in India took place in the third and fourth decades of the ninteenth century, though the practice of having certain factories owned and managed by the state, dates back to the Mughal period. Even in earlier times Kautilya's Arthshastra also mentioned such a role being played by state superintendent of agriculture. (Sittadhyakka) for the development of agriculture. The development of Public Sector in pre independence India, may be studied in the following three steges-

FIRST STAGE (1830 - 1900)

- 1830 Mathematical Instruments office (later National Instruments Office)
- 1834- Ordinance factory .
- 1851- First telegraph line between Calcutta & Diamond Harbour.
- 1853- First railway line between Thane and Bombay.
- 1882- First telephone exchanges.

In this stage the government had established such industries in India which the Britishers thought fit to subserve the economic interests of their country.

SECOND STAGE (1901-1934)

- 1902 First hydro electric power project at Sivasundaram in Mysore.
- 1905- First Railway Board.
- 1921- Central Department of Industries.
- 1924- All India Radio.
- 1930- Government of India, took over the control of Indian Broad casting under department of Industries.
- 1936- First 'medium wave transmission station. controlled by All India Radio was established.
- 1934- Garden Reach workshop, Calcutta, and Mazzgaon Dock ltd. were also established as public sector units.

During this period a few public sector undertakings were established by State Govt. also.

THIRD STAGE (1935-1947)

- 1940 Board of Industrial and Scientific Research.
- 1940 Hindustan Aircraft Itd. Bangalore.
- 1941- Reconstruction Committee.
- 1943- Telephone systems in Calcutta, Bombay, and Madras were nationalized.
- 1944- Planning and Development Division.
- 1944- Company managed Railways were taken over in 1944,.

Summing up, Dr. Jagdish Prakash has stated that , " Prior to attainment of independence, The role of the public enterprises in the country had been quite limited, as the economic development then was left to the efforts of private sector. The government took some interest in certain areas only and that too when it was compelled to do so. ¹⁹

^{19.} Prakash J. " Public Enterprises in India" Central Book Depot Allahabad 1980 pg. 25

Thus we see that during the British rule, the activities of the government were confined to a few sectors like railways, posts and telegraphs irrigation, power, Reserve Bank of India, The Ordinance and Aircraft factories and a few state managed undertakings like Government Salt Factories, Quinine Factories, etc., The policy of the British Government was to maintain India, as a predominantly agricultural economy and to exploit India as its colony. The construction of an extensive net work of railways and irrigation work was designed mainly to maintain India as an agricultural colony of the British, and to facilitate the transportation of raw materials from the fields to the ports and to fulfill certain political ends.

The state monopoly enterprises like Railways, and Posts and Telegraphs were administered by the government to suit and benefit the British capitalism. The establishment of the Board of Industrial and scientific Research in 1940 Reconstruction Committee in 1941, and Planning and Development division in 1944, gave a momentum to the industrial development in India. This marked the entrance of state interference in the industrial development of the country.

After independence, the growth of public enterprises has taken place, in three ways, (i) by nationalizing existing enterprises (ii) by starting new enterprises (iii) by taking over the sick units. The SBI, the LIC, the Air India, the nationalization of 20 major banks are included in the first category, while the Hindustan Steel Ltd. Hindustan Zinc Ltd. National Coal Development Corporation, the Food Corpacration of India, The Fertilizer Corporation of India, Hindustan Aeronautics, Bokaro Steel Ltd. Heavy Engineering Corporation Itd. ONGC, BHEL, Shipping Corporation of India, the Neyveli Lignite Corporation Ltd. Hindustan Copper Ltd. etc. belong to the second category. A large number of sick cotton mills taken by the National Textile Corporation belong to the third category.

^{20.} C.B. Mamoria, S. Mamoria Dynamics of Industrial relations in India Himalaya Publishing house Delhi 1985. pg. 342

Post Independence Era

Pandit Jawaharlal Nehru is rightly recognized as the father of Public Sectors in India. He laid the foundation for the rapid industrialization and development of the country, " "Nehru was greatly impressed by the Russian Experiment of state control over national economy and visualized a similar model for India, especially in basic and heavy industries His firm belief was that economic system should operate for public good and not for private gain.²¹

When the first Industrial Policy resolution of 1948 was passed in his guidance, several specific industries were alloted to the public sector and the rest were left to be developed by the private sector.

The Industrial policy resolutions of 1956, enlarged the role of public sector. It stated, -"The adoption of the socialist pattern of society as a national objective as well as the need for planned and rapid development require that all industries of basic and strategic importance, or in the nature of public utility services, should be in the public sector Other Industries, which are essential and require investment on a scale, which only the state in present circumstances, could provide, have also to be in the public sectors. The state has therefore to assume direct responsibility for the future development of industries over a wider area."

Schedule A of the resolution enumerated 17 industries, the future development of which would be the exclusive right of the state. Schedule B, of the Industrial Policy resolution of 1956, contained a list of 12 industries, which would be progressively state owned, and in which the state would therefore generally take the initiative in establishing the new units. The third cateogry, comprised all other industries not listed in schedules A and B. They had in general been left to the initiative and enterprise of the private sector.

^{21.} T.V.S. Sastry "Nehru and the public sector" Indian Journal of Public Enterprises Allahabad Vol. 4 No. 7 Dec. 1989 pg. 7

In the Industrial Policy resolution of 1973, as regards the role of public sector, the stand taken by the earlier resolution of 1956 was followed, and in order to reduce the concentration of economic power the concept of joint sector was introduced as a promotional instrument.

In the Industrial Policy Resolution of 1977. It was pointed out that public sectors, would not only be the product of important and strategic goods of basic nature but it would also be used effectively as a stabilizing force for maintaining essential supplies for the consumers.

In the Industrial Policy Resolution of 1980, the task of raising the pillars of economic infrastructure in the country was entrusted to the public sector for reasons of its greater reliability very large investments required, and longer gestation period, of the projects crucial for economic development.

Public sector constitutes substantial segment of industrial activity in the country and its contribution in terms of generating surpluses and employment for further growth of the economy need to be improved.

Pt. Nehru said that the private and public sectors can not be looked upon as anything like two seperate entities they are and must function as parts of a single organism.

Pt. Nehru had very rightly felt that the public sectors would provide the economic foundation for increasing opportunities for gainful employment and improving living standards and working conditions for the masses. It would also reduce disparities in income and wealth, prevent monopoly and concentration of economic power in the hands of small number of individuals. The public sector even today is a strong instrument in the hands of the people of India, and their government to help eradicate poverty and bring hope and cheer to the multitudes of our country men who have been dreaming for a long time of the day when tears of helplessness and misery will be wiped off from the sunken cheeks of billions of people in our motherland.

At the time of independence, there were merely five public undertakings, with an investment of Rs. 29 crores, however, in the post independence period, the expansion of public sector was under taken as an integral part of the Industrial Policy of 1956. As on March 31, 1987 there were 226 central govt. undertakings excluding banks, financial institutions and departmental undertakings like the railways, ports etc. ²² They have a total investment of over Rs. 70,000 crores. ²³ Hardly any sphere of economic activity is left out of the all prevailing presence in public sector. The role is no more confined to basic industries like, coal, steel, Oil, Power and transport alone, but also extends to areas as adverse as cotton textiles, food processing, watch making auto mobiles and so on. The seventh five year plan provided for an investment of Rs., 1,80,000 crores in public sector. In the VIII th plan which is under finalisation an investment of Rs. 3,50,000 crores is being envisaged. ²⁴

The greatest contribution of public sector has been its role in the country's efforts to achieve self reliance in basic industries, and creating an economic infrastructure which has been catalyst of all round economic growth.

Another area of achievement has been Research and Development, advancement and creating a skilled manpower.

Yet another area where public sector has played a pioneering role, is that in the area of social responsibility of business. Many of the public under takings like steel plants, come up in back ward areas obscure villages of 30 years back have today become thriving modern townships. Housing facilities, Medical facilities, Educational facilities are also provided by public sector companies. Preference and reservation to SC/ST, handicapped persons, and ex servicemen have contributed towards employment of a large number of such persons, giving them an opportunity to live a decent life, which might not have been available to them. Various welfare programmes are being undertaken by the public sectors. ²⁵

^{22.} T.V.S. Sastry" Nehru and Public Sector" Indian Journal of Public Enterprises. Allahabad Vol.4 No. 7 Dec. 1989 pg.9

^{23.} Rudder Distt., K.P.M. Sundharam, "Indian Economy" S. Chand cpy New Delhi 1989

^{24.} T.V.S. Sastry . " Nehru and Public sector Indian Journal of Public Enterprises, Allahabad Vol.4 No.7 Dec. 1989 pg9

^{25.} T.V.S. Sastry Nehru and Public sector Indian Journal of Public Enterprises. Allahabad Vol/4 No.7 Dec. 1989 pg.10

Public sector employs 71% of the worker employed in the organized sector of the Indian Economy. i.e. 177 lakhs. out of 250 lakhs. 47% of the total employment (i.e. 83 lakhs) in the public sector is in government administration and community and personal services and the balance is spread in other economic enterprises run by the centre, state and local government.²⁶

During the last three decades the share of public sector in net domestic product (NDP) has shown a steady improvement measured at current prices, public sector accounted for 7.5% of NDP in 1950-51, its share in 1984-85 has risen to 25% public sector therefore accounts for about one fourth of national output.²⁷

The share of the public sector in gross domestic capital formation increased from 3.5% during the first plan (1951-56) to 11.8% during the sixth plan (1980-85)

The volume of sales of public enterprises as an indicator of their contribution to the flow of goods and services in the economy have shown a growth rate of 19.8% for the period 1960-61 to 1980-81

As in March 1990, there were 244 public sector enterprises in the country., with a total investment of Rs. 99,315 crores and there were 22.36 lakh. people working in these enterprises.

^{26.} Rudder Dutt. K.P.M. Sundharm , Indian Economy S.Chand & company New Delhi 1989.

^{27.} Rudder Dutt. Sundheram " Indian Economy S . Chand & Cpy New Delhi 1989.

Table II

EXPANSION OF PUBLIC SECTOR

	YEAR	NO. of Enterprises	Total Investment
		*	(Rs. crores).
1.	1951	5	29
2.	1961	48	948
3.	1966	74	2415
4.	1969	85	3902
5.	1976	129	8973
6.	1979	176	15062
7.	1982	203	24761
8.	1987	226	70000
9.	1989	232	85564
10.	1990	244	99315

Source: compiled from Economic Times and India 1983

The industries which have a sizeable number of employees in the public sector include coal and lignite with 6.76 lakhs employees followed by steel (2.42 lakhs) medium and light engineering (1.38 lakhs) Petroleum (1.18 lakh) transport equipment (1.12 lakhs) transportation services. (1.12 lakhs) and trading and marketing services (1.00 lakhs), The coal and lignite sector alone acounted for more than 30% of total employees, 11,262 casual and daily rated labourers are also working in this sector. ²⁸ The employment in different branches of Public Sector has been shown in Table III.

^{28.} Economic times, Mid Week Review 25, April 1991

Table III

Employment in Different Branches of Public Sector.

•	Number	Number of persons employed (in Lakh)			
Branch	1987	1988	1989		
Central Government	33.50	33.80	33.88		
State Government	66.60	67.81	68.82		
Quasi Government (Central)	34.03	34.53	34.68		
Quasi Government (State)	23.92	24.94	25.28		
Local Bodies	22.14	22.10	22.38		
•		,			

Source: Compiled from- Annual Report, Ministry of Labour, Vol. II. for 1988-89 and 1989-90 and 1990-1991.

The total amount spent by way of salaries, wages, we have and other benefits to all the employees of all the public sector companies together went up by 12.2 percent to Rs., 9,792 crores in 1989-90 from Rs. 8,683 crores in the previous years²⁹

There has been an increase of 18.7 percent in the expenditure on town ship maintanence, administration and social overheads like education medical and cultural facilities in 1989-90 as compared to the previous year.

From Table IV it appears that the shares of P.E.'s increased to 67% in the IIIrd plan since then it has been dimining and come to a meagre 47% during the VII th plan, The Total investment projection in the VIII plan, as announced earlier.

Table IV

Investment in Public Sector under the Plans.

PLAN S.	Public sector	Private Sector	Total	% of P.E.'s
		·		in Total
l Plan.	1960	1800	3760	52
II Plan	4672	3100	7772	60
III Plan	8577	4190	12767	67
IV Plan	13655	8980	22635	60
V-Plan	31400	16161	47561	66 .
. VI Plan	69380	46860	116240	60
VII Plan	154218	168148	322366	47

Source: Compiled and computed from data given in VII five year plan (1985-5-), and Public Enterprices survey, 1987-88 Vol.I BPE. New Delhi.

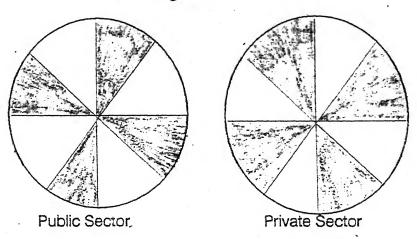
would be Rs. 6,45,000 Crores and out of this the allocation for ;public sector seems to be 300,000 crores , But there are chances that it would be further reduced to 2,25,000crores . This means that the share of PSU would be reduced to around 30% of the total plan outlay.

Importance of Public sectors-

Public sector and Private sector are two mutually exclusive sectors of economy. Both are indispensable sectors for growth and development of the country regardless of its political set up Infact these are the two wheels of the economy, where in, the public sector provides the base for the development of the private sector. The first may be considered as an acceleraling wheel and the booster for the second. This engineering phenomenon is shown in the figure below:-

^{30.} R.L. Tomboli-" Privatisation is it the Need of the hour"? In, Privatisation of P.E.in India EdSubhash Garg, Sunil Handa, Arihant Publishers Jaipur 1991 pg180.

Figure B



Public sector is an essential requierment for a developing country like India. Both sectors are necessary for a speedy and balanced development. However, "encroachment of one by the other can not be in the interest of national economy. In a mixed Economy like India, the presence of both the sectors is an essential charectersitic.

The public sector in India today covers a wast range of activities engaging directly or indirectly in advancing loans, regulating trade and organising promotional and developmental activities to effect structural changes in the industrial base.³¹ Public enterprises have become principal instruments of planning in India occupying commanding heights of the economy controlling and directing in a large measure the whole course of development.

Role of Public Sector In National Production

Public sector companies have come to occupy a key position in the nations economy in several sectors, specially in the production of fuel, basic metal industries, non ferrous metal industries, fertilisers, and communication equipments. In the case of lignite petroleum, copper, primary lead, electro mechanical teleprinters, and electronic teleprinters, the contribution of public sector companies to the national production has been 100%. It also produces more than 98% of the total coal production

^{31.} Venkatraman N.V., Kutty, M. Krishnon,"Public Sector Industry" in the Economic Times Annual 1975 pg. 169.

in the country. Public sector companies have made substantial contribution of Zinc , Steel , Ingot , Saleable Steel and Aluminium . While the production of Zinc was 86.4% in '1989-90 , that of steel ingot was 58.4% . The public sector companies also contributed 52.7% of the total aluminium production and 56.0% of saleable production . The share of public sector companies in the output of nitrogeneous and phosphatic fertilisers works out to 42.8 % and 24.5 % respectively during 1989-90 .

LABOUR PROBLEMS IN PUBLIC ENTERPRISES-

Since independence one of the must important change in the Indian Economic system has been the creation of public enterprises. These enterprises have been effectively engineered in the system with, a specific task of accelerating, the complete process of socio economic transformation. In the course of time, public sector enterprises have emerged as the economic pulse of the society, these enterprises have been assigned with a crucial role. It has been most appropriately observed that, "The founding fathers of our democratic polity assigned, and rightly so, a very crucial, catalytic and dominant role to the public enterprises in the all round development of the country, which has undoubtedly turned the corner. 32

Today public sector controls seventy percent of India's economy and has emerged as the biggest employer. It's coverage extends beyond basic and heavy industries into consumer goods, electronics a variety of services including tourism and hotel industries.³³

The Public sector of India has grown in all dimensions of socio economic activities of the country, but it has miserably failed in the task of matching its quantitative growth with a desired level of qualitative performance. On account of poor man power planning and management it has laid disproportionate emphasis on the provisions jobs. This approach has subsequently converted capital intensive and strategic public sector industries into labour intensive industries.³⁴

The poor performance of public enterprises is a result of certain unending problems, like those related to "low productivity, high rate of labour turnover, over staffing, growing indiscipline, lack of congenial atmosphere, lack of dedication, and

^{32.} Jagdish Prakash , Foreward to Public Enterprises Policy and Performance, Arihant Publishers Jaipur 1988 pg. vii

^{33.} Krishnamurthy V. " Governments and Public Enterprises, How to manage the interface" Arihant Publishers 1988 pg. 1

^{34.} Navin Mathur, ManPower management for Improving Productivity, Indian Journal of Public Enterprises, Institute of Public Enterprises Research, Allahabad Vol.4 No.6 June 1989 pg.33.

devotion, destructive role of trade unions and irrational absolute control of civil servants, . The management has considerably eroded the viability of the public sector ³⁵

There is a special significance of the labour problems in the public sector, because the success of the public sector enterprises to a great extent depends upon the cooperation and better performance of its labour force. The success of public enterprises will ultimately depend to a large extent on the degree to which nationalized industries can induce their employees to work better than they would under a capitalist enterprise. Prof. Robson says, "Labour problems in a nationalized industry is a complex one. It consists of inculcating all who work in the organization with the spirit of public service, partly for peremeating the lower ranks of the industry with the radical change of outlook which has taken place at the top; partlyof integrating and personifying the authority of the corporation at the lower levels of management. ³⁶

It has generally been seen that the labour problems in the public sector are basically different from those in the private sector. The special nature of labour problems in the public sector is due to the fact that in public enterprises the interests, of the employees and the employers are not opposed to each other. They may be in conflict with those of the consumers or of the general public. In this context Flo wrence and Walker have observed that ,"The real conflict is between the consumer and the worker. The latter wants work, good wages and above all security in his job, but the former demands rising output, greater choice, and lower prices, or atleast prices which are falling in relation to his money income. The two aspirations are not always compatiable. ³⁷

There are certain basic differences between public and private sector enterprises, which are responsible for putting labour problems in the public enterprises on a different footing:-

^{35.} Navin Mathur- R.R.Lodha, "Need for Restructuring Workers Participation Scheme for Public Sector. "Indian Journal of Public Enterprises Institute of Public Enterprise Research. Allahabad, Vol.5, No.8, June 1990 pg.115

^{36.} W.A. Robson," Nationalized Industry and Public Ownership (1960) pg.319 37. Flawrence and Walker, "Problems of Nationalised Industry pg.206

- 1. Public sector enterprises are accountable to the public for their action, while there is no public accountability in case of private enterprises. As a result of this public sector is exposed to a greater amount of public criticism, and hence it cannot afford to neglect labour relations.
- 2. Public sector enterprises are not financially free to negotiate wage agreements as private enterprises are. As a result their power of wage negotiations is limited.
- 3. Labour disputes in public sector are usually motivated by political parties, whereas it is rarely so in the private sector.

Because of these differences it is necessary to recognize that in the public sector, industrial relations become an important part of public accountability. Most of the public enterprises are monopolistic in their charecter and hence more serious consequences may flow from a trade dispute in them than might otherwise result. Moreover, the ownership of industries raises high hopes among the employees. These hopes are both ideological and material. In the ideological field public ownership is regarded as a gateway to new society in which there would be greater prosperity and less hardship for the toiling masses. Materially the labour class expects a better treatment in every respect from government industries than they received under private enterprise. They can reasonably hope that the elimination of profits would bring them higher wages, and better working conditions, that state control would ensure full employment and that industrial democracy will be brought appreciably nearer. ³⁸

The Public enterprises are considered to be "Model Employers,." with " social welfare" as their main objective. As a model employer it has to adopt healthy practices in the field of labour relations and has to become a centre from which these are slowly spread throughout the country . A.G. Hanson says," being free from the motive to maximize profits, it has special opportunities to introduce new conception of welfare. Its obligations are to pursue the public intersts in all aspects and hence it should regard the happiness of its employees as one of the basic purposes of its existence;' not

^{38.}Dr.R.L.Goel, "Labour in Public sector undertakings in Readings in Indian Labour & Social Welfare Ed. J.N. Mongia Atma Ram & Sons. Delhi 1980 p.297.

simply because contended workers are more likely to be effecient workers but as an end in itself.³⁹

Emphasising the special responsibility of the public sector in the field of labour relations, the third five year plan observed that "the enterprises of the public sector have a special obligation to follow labour policies which are conducive to securing and keeping a competent working force at a reasonable cost, this requires a suitable wage policy with incentives, careful selection of personnel, organized training to improve the skills of the workers at all levels, opportunities for workers to attain higher positions as their ability improves active encouragement of workers to make suggestions to improve the operations of the enterprise and recognition of useful ideas by suitable rewards, a grievance procedure to settle small problems before they become large and generally an attitude towards the workers which will encourage an added effort and initiative and give the employees satis: action, a sense of participation and feeling of loyalty to the enterprise and pride for its achievement. 40

The employees in the public sectors are more aware of their rights and hence are always ready to fight for them, as a management official has very aptly said," We are faced with the workers conscious of their rights and privileges from the very first day, without knowing the responsibilities and obligations of the workers. The unions fight only for the rights of the workers and do not assume the responsibilities and obligations of the workers.

On the managerial level in the PSE,s there is little delegation and decentralization of authority, as a result managers are loaded with responsibilities with almost non existant authority, which leads to poor management. Along with this there is the system of routine transfers, due to which the feeling of oneness does not arise with the organization, and hence there is lack of understanding every where.

^{39.} A.H. Hanson " Public Enterprise & Economic development (1959) pg.465

^{40.} Government of India "Third Five year Plan pg. 273

^{41.} Dr. R.L. Goel " Labour in Public sector under takings in Readings in Indian Labour and Social Welfare Ed.J.N. Mongia, Atma Ram & Sons Delhi 1980 pg. 311

Over a period of years, there has developed in the public enterprises, mediocrity rather than initiative , conformity rather than innovativeness, and procedure oriented rather than result oriented performance.⁴²

A major problem faced by PSE's is multiplicity of unions, with various inter union and intra union rivalries. Due to this the trade unions loose most of the power which they would rightfully have had, if they had not had rivalries among themselves. The various political parties play an important role in these rivalries and the management only has age old tools in its hands to deal with it. The trade unions in PSE's have to shoulder wide responsibilities so as to bring about an atmosphere of cooperation. But apart from a few cases, strong unions have not come up to face this responsibility.

"In the public sector, the percentage of disputes due to 'wage fixation' 'wage payment'and 'wage rates' remains quite high. It never remained lower than 30%, it has shown an increase to 37% in the last decade "Personnel and Retrenchment" is another cause of industrial disputes, though it has declined from 29% to 25% the "Bonus" is another cause under which the disputes have risen from 6% to 10% Among other causes the inter union rivalry is important, though the proportion has come down from 30% to 20% However it may be noted that the most important cause has been the economic conditions. ⁴³

Sometimes labour problems also arise due to psychological reasons. The psychological reasons may be the denial of opportunity to the worker of satisfying his basic urge for self expression and creative accomplishment. Thus the worker is denied of his mental satisfaction which contributes to frustration and unrest. Another psychological cause for disputes "is the frustration in the minds of workers, arising out of the unsatisfied desire for personal achievement and betterment." 44

^{42.} Economic Times. 3rd January 1991

^{43.} C.B. Mamoria S. Mamoria Dynamics of Industrial Relations in India, Himalya Publishing House. Delhi1985 pg.351

^{44.} Patterson, Florence, Cause of Industrial unrest The annals. March 1951 Vol 274 pg.25

Another cause of labour problems is that generally an industrial worker is accorded a low status in the society by the other people. Such an attitude of other people sowards the workmen has serious consequences on his relations with the employer because this attitude is carried over to the industry as well.

Then at times various political factors, are responsible for giving rise to labour unrest. The various political parties use the workmen as their puppets in the political life of the country. Manipulating them as and when they want. The political factors like repugnant legislative measures, arrest of any popular political leaders or the intention of over throwing the present political order and the establishment of new political order based on socialistic or communist principles also give rise to various labour problems.

Thus we see that mere transfer of industries to government cannot radically change the morale and outlook of the workers. The major problem in the public sector undertaking is to change the outlook of the workers and the management .

The industrial relations in public enterprises are very unhealthy. There are two sets of employees in the public enterprises, one set of employees is otherwise known as the workers, and the other set of employees are known as the officers. The factors responsible for unhealthy industrial relations in Public enterprises are --

- 1. Intensive political interference.
- 2. Disobedience.
- 3. Infights.
- 4. Indifferent attitudes.
- 5.Loss of empathy.
- 6. Strikes.
- 7.Lockouts.
- 8. Lay off
- 9. Termination.
- 10. Unfair treatment.
- 11. Opportunistic decisions.
- 12. Short term Policies.
- 13, Double Standards.

- 14. Loss of Motivation.
- 15. Group Quarrels and murders.
- 16. Lack of dynamic leadership.
- 17. Centralised power.
- 18.Inexperienced top managers.
- 19. False promises and manipulated data.
- 20. No clear instructions.
- 21. Lack of commitment.
- 22. Lack of Accountability
- 23. Loss of involvement.
- 24. Ineffective management information system.
- 25. Lithargic procedures.
- 26. Communication gap.
- 27. Favouratism.
- 28. Absence of fear factor...
- 29. Lack of relation between promotion and performance appraisel.
- 30. Misuse and misintenpretation of IR Laws.
- 31. Weak and poor Conciliation
- 32. Over staffing
- 33. Over time.
- 34. Physical and Mental Fatigue.
- 35. Unavailability of job description.
- 36. Domestic problems.
- 37. Multiple unions.
- 38. Union controlled by outside forces.
- 39. Low productivity.
- 40 . Unavailability of raw materials on time.
- 41. Loss of Job satisfaction
- 42. Delayed Decisions.
- 43. Clashes of ego.

A suitable solution has to be found so that all such problems and factors which lead to unhealthy industrial relations can be overcome.

PROFILE OF NAINI - ALLAHABAD (U.P.)

The state of Uttar Pradesh is one of the principal sugar producing states in the country, while the handloom is the largest cotton industry, cotton and woolen textiles, leather and footwear, distelleries and brewries, paper and chemicals, agricultural implements and glass products are some of the other flourishing industries.

A number of public sector undertakings have been set up in the state some of them are --

- Bharat Heavy Electricals Hardwar
- Indian Drugs and Pharmaceuticals Rishikesh.
- Diesel Locomotive Factory Varanasi.
- Fertilizer factory Kanpur
- Bharat Pumps and Compressors Naini
- Indian Telephone Industries Naini, Rai Bareilly
- Triveni Structurals Ltd. = Naini
- Deep Freeze Meat Plant Tundla
- Hindustan Aeronautics Lucknow
- Transformer Factory Jhansi
- Uptron Capcitor, Ltd. Lucknow.
- Úptron Digital system Ltd. Lucknow
- Cement Factories Churk, Kajhruhat, Dalla.
- Scooters India Ltd. Lucknow
- Tannery and Footwear Corporation of India Kanpur
- Artificial Limbs Manufacturing coop. of India Kanpur
- Oil Refinery- Mathura
- Foundry Forge- Hardwar
- Eleven spinning Mills are running under state Textile corporation.
- Textile Mills taken over by NTC.
- Hindustan Cables Ltd. Naini

Allahabad is one of the chief cities in U.P. and it is important both as a place of religious importance and also as an industrially developed area in the state.

District Allahabad is situated in the south eastern part of Uttar Pradesh. It lies Between the parallels of 24.47° and 25.47° North latitude, and between 81.19° and 82.21° meridian of longitude. On the north it is bounded by district RaiBareilly, Pratapgarh and Jaunpur. On the east and south it is bounded by Districts Varanasi, and Mirzapur, In the south it touches border of MadhyaPradesh and on the west the district of Gonda and Fatehpur.

From east to west the length of the district is 117 Km., and from north to south the breadth is 107 Km. The total geographical area of the district fluctuates from time to time, as the river Ganga has tendency of changing its course.

Administratively, Allahabad district is devided into nine tehsils and twenty eight Development Blocks. Allahabad itself is the district administration headquarters, Prior to the present name it was known as "Prayag" It was in the year 1584, when Akbar laid the foundation of the fort, that he changed the name of "Prayag" to "Allahabad"

Allahabad has got its own importance in industrial field, being a city of culture and technical institutions, The available infra structure invites excellent opportunities for setting up small, medium and large scale undertakings.

To provide shed facilities to entrepreneurs there are three industrial estates in Allahabad.

- 1. Industrial Estate, Teliarganj
- 2. Industrial Estate, Naini.
- 3. Rural Industrial Estate, Phulpur

Industrial Area Naini-

The State Government acquired 2,800 acres of land, adjacent to Naini industrial estate towards Karchhena in 1965 for the industrialisation of the area. Out of which

TABLE - V

PUBLIC SECTOR UNDERTAKING IN NAINI

S. No.	NAME OF INDUSTRY	(Rs. Crore) CAPITAL INVESTMENT	Workers Employed in Number
1.	Indian Telephone Industries, Niani	138.00	4,970
2.	Bharat Pumps And Compressors Ltd.	44.52	1,940
	Niani		
3.	Trivani Structurals Ltd. Niani	6.95	2,003
4.	Swadeshi Cotton Mills Niani	30.08	2,647
5.	Hindustan Cables Ltd. Naini	**	247

^{**} Not Available

Source - Annual Plan, 1988-93 to 1993 - 94, pg.46 DIC, Allahabad.

2000 acres of land is reserved for central projects, i.e. for public sector undertakings, and rest 800 acres have been handed over to the U,P, State Industrial Development Corporation. This Corporation has developed this land with 247 plots. and total developed area is 776.624 acre, At present some important industrial units may be named as M/S Jay shree Engineering works. and General Engineering works (Ancillaries to ITI) M/s Jobling Glass works, M/S Ashoka R.C.C. Industries.M/S Trusses and Towers Pvt. Ltd. Dey's Medical store, M/S Naini Rolling Mills etc.

Besides the above industries, M/S Small Industries Research and Development corporation is also functioning on one plot of the said area to provide Industrial Technical Services to the industrialists. Fifty acres of the said area is reserved for oncillery units. There are 656 residential quartars and a hospital for labourers on 50 acres of land in the industrial area.

Existing Industrial Status-

Industries play a very important role in the economy of the district. The existing industries of the district may be placed in the following categories-

- 1. Public sector undertakings.
- 2. Cooperative Sector
- 3. Private Sector Large/ medium Industries
- 4. Small Scale industries
- 5. Traditional and Handicraft industries.

District Allahabad, and especially the industrial area Naini is well endowed with resources conducive to undertake industrieal activities in the district with wide scope. The large and medium scale industries already set up have created awareness of industrial culture in the district which is attracting entrepreneurs belonging to the district and also of the other parts of the country.

CHAPTER II

RESEARCH DESIGN

A. NATURE OF RESEARCH

B. DESIGN OF SAMPLE

C. METHODS AND SOURCE OF DATA COLLECTION

D. PERIOD OF STUDY

NATURE OF RESEARCH

This research work has been devided into eight chapters. Which are as follows:-

- 1. Introduction.
- 2. Research Design
- 3. Industrial unrest in public enterprises in India and its effects.
- 4. Industrial disputes and methods of settelment of disputes.
- 5. Trade Unionsm and Industrial Relations.
- 6. Role of Management in Industrial Relations.
- 7. Major Findings.
- 8. Conclusions and Recommendations.

The nature of research for this particular research work may be described as: **EXPLORATORY**, **DESCRIPTIVE AND DIAGNOSTIC**.

There is an exploratory and descriptive research work in the first six chapters and descriptive and diagnostic research work in the seventh and the eighth chapters, which deal with the original survey conducted by the researcher.

The main purpose of an exploratory research is that of formulating a problem for more precise investigation, which in this case has been done in the last two chapters. The major emphasis in such studies is on the discovery of ideas and insights, such a research is flexible enough to provide opportunity for considering different aspects under study. Generally the following three methods are used for data collection in an exploratory research:-

- Survey of existing literature.
- b. Experience survey
- c. Analysis of insight stimulating examples,

All of the three methods stated above have been used while collecting relevent information for this research work. The emphasis has been more on survey of existing literature in the first six chapters along with the researchers own views and views collected from various people through informal talks.

In the latter part of the research, mainly, the last two chapters, the nature of the research changes from exploratory to descriptive and diagnostic. In this section the study heavily depends upon the data collected through the questionnaires, together with other compiled material available to the researcher from the District Industricts Centre, Allahabad, The Bharat Pumps & Compressoss Ltd. Naini, M/S Triveni Structurals Ltd. Naini, M/S Indian Telephone Industries Naini M/S Swadeshi Cotton Mills Naini and M/S Hindustan Cables Ltd. Naini.

The Last Chapter of the research is chiefly diagnostic in nature, since in this chapter the various recommendations have been made by the researcher, on the basis of the information which had previously been collected through a survey of existing literature, and through experience survey, consisting of data collected through questionnaire filled by representatives of the management, trade union leaders and workers in the four public sector units under study.

Thus we say that we have not stuck to one from of research but have changed it as and when the need was felt.

DESIGN OF SAMPLE

Sample design, as we know is a definite plan for obtaining a sample from a given population. It refers to the techniques or the procedure which are adopted in selecting items for the sample .

As in reference to this research study, the following things were kept in mind in choosing the sample for the research work:-

Our <u>Universe</u> Consisted of all the central government public sector units in India. Our <u>survey population</u> consisted of all the Central Government Public Sector Units in Naini , Allahabad (The permission to conduct survey in one of the units,. M/S Hindustan Cables, was not granted to the researcher and hence had to be excluded from the purview of this research work,though a short note on HCL has been added to the seventh chapter) and our <u>Observational Units</u> consisted of the employees of these public sector units.

The Sampling procedure which we had adopted for the purpose of choosing the sample is "stratified sampling". It is a combination of both random sampling and purposive sampling. Here we had devided our survey population in all the four uniits as follows-

- a. Management.
- b. Trade Union leader.
- c. Workmen.

Thus in the selection of strata we made use of purposive selection method, but in selecting actual units from each stratum, random method was used. But even in random sampling care was taken to cover almost all departments and work shops in selecting the workmen to be questioned.

Among the management the researcher choose the head of the personnel department and at least three other officers from personnel department. To represent the trade union, only the trade union leader was contacted and about seventy workmen from each of the four units were questioned.

METHODS AND SOURCES OF DATA COLLECTION-

The main sources of data collection can easily be devided into two categories-

- a. Primary
- b. Secondary.

PRIMARY DATA -

For collecting information under the head of primary data the researcher made use of basically one technique i.e. use of questionnaires.

Three sets of questionnaires were prepared by the researcher. One for the management official, second for the trade union leader and third for the workers. The Questionnaires for the trade union leader and the workers were prepared in hindi so that it was easier for the union leader and the workers to understand the questions. The questionnaires were very simple and constructed for the limited purpose. In those cases where a workmen was illeterate, the researcher filled the questionnaires for the workers, after reading aloud each question to them and getting their response. Otherwise also the researcher made it a point to be present when the workers filled the questionnaires, and explaining any question if the need arose. A sample of the questionnaires used has been added in the appendix to this research work.

Before an intensive field work, a primary spell of work was undertaken by the the researcher to meet the management, employees and union leaders and get familiarized with the units under study.

Primary data was also collected by having informal talks with the management and workmen of the various industrial establishments under study.

SECONDARY DATA -

Much of the information used in this research has been collected from various sources of secondary data.

Government publications, like journals, annual reports, hand books, were used to collect data regarding industrial relations in the country.

Various research work relating to the same topic were also consulted along with dozens of other reference books, periodicals, journals, news papers magazines etc.

Then, secondary data in the form of published material from the various companies was collected and used to get material about history and growth and manpower resources and industrial relations in each establishments.

Therefore, both the primary as well as secondary data have been used in the collection of relevent information for this research work, and none can be said to surpass the other. The researcher also visited various Departments of the government. related to Labour and Industrial relations, to get a more detailed knowledge about the subject. The researcher also visited various libraries to make extensive literature survey in connection with Industrial Relations in Public Enterprises in India.

PERIOD OF STUDY-

The survey on this research, conducted at the public sector units in Naini was conducted in the month of December1991. The preliminary spell of work relating to these units and & visit to these units was in the month of March 1991.

The total period of study on this particular research work lasted from March 1990 to January 1992 .

CHAPTER III

INDUSTRIAL UNREST IN PUBLIC ENTERPRISES IN INDIA AND IT'S "EFFECTS

A. FORMS OF UNREST.

- B. CAUSES OF INDUSTRIAL UNREST IN PUBLIC ENTERPRISES IN INDIA.
 - C. EXTENT OF INDUSTRIAL UNREST IN PUBLIC ENTERPRISES.
 - D. EFFECT ON PRODUCTION, PRODUCTIVITY AND THE SOCIETY.

FORMS OF UNREST-

Both the workers and the managers in an industry, be it a public sector unit or a private sector unit, resort to various forms of unrest to show their anger and disagreement regarding certain matters. Some forms of unrest are being explained in the following paragraphs.

First of all there is the "primary strike", in it the workers refuse to work for their employers with whom they have a conflict. Primary strike can take various forms, such as "Pen down strike" "stay in strike, " tooldown" or "sit down strike" etc, in all these forms, the workers enter the work premises but do not attend to the work they are expected to do, and also prevent others from doing the work.

Second, we have a form of unrest which does not stop work altogether, but here the speed of the work being done is reduced. It is known as "Go Slow" and is a serious form of misconduct rather than a strike.

Third, is a "Wild Cat strike", this is a strike conducted by a small group of workers for a short time, but it does not have the backing of a union to support it. Infact such strikes, are often directed against trade union leadership.

Fourth, is a General strike, or a Bandh as it is commonly known in India. It is a simultaneous strike by members of a number of trade unions, over a wide area.

Fifth, is sympathetic strike, It is usually a days, strike or a token strike, not for the fulfillment of any of their own demands, of a trade union, but to demonstrate their support for a strike in another organization.

Sixth, is a "secondary strike", a general strike, and a sympathetic strike are types of secondary strike, under which pressure is applied on another employer, who is dealing with the employer in whose enterprise a strike, is going on.

Seventh, these are some common instruments to show dissatisfaction, used by Indian workers, i.e. Dharna, Hunger strike, Gherao, and Fickiting. Dharna is a peaceful demonstration by a group of workers. A hunger strike is not a strike but a form of workers protest to highlight a grievance or demand. Gherao is legally an offence, as it involves placing a person under physical constraints, Picketing is sometimes resorted to, in order to prevent the employer from removing any finished product from the factory premises, for sale, or to prevent any raw materials or other supplies from being brought in.

All the seven instruments mentioned above can be used by the workers only . But sometimes the employers want to enforce their industrial demands and at such times they may resort to a Lockout .

As defined under the Industrial Disputes Act of 1947 Sec.2 (1), a Lockout is a "Closing of a place of employment or the suspension of the work, or the refusal by an employer to continue to employ any number of persons employed by him."

According to Justice Gajendra Gadkar, in Khairabeeta estate vs Rajamanikam (1961) II LJ (27 Q S.C.) "Lockout can be described as the antithesis of a strike. Just as strike is a weapon available to the employers for enforcing their individual demands a lockout is a weapon available to the employers to persuade by coersive process, the employees to see his point of view and accept his demands. In the struggle between captial and labour, the weapon of strike is available to labour and is often used by it so is the weapon of lockout available to the employer and can be used by him.

An industrial organisational system, is like a complex machinery in which there are hundreds of parts. Each part by itself has no value or significance, however, when in a united form, even the smallest part obtains, enormous importance and significance, as with out that the entire machinery comes to agrinding halt. That is why both the workers and the management prefer a collective action against the other to show their protest.

Over the four decades of Indian Industrial experience many new forms of pressure actions have been evolved. Though a strike, and a lockout are two most important weapons available to the workmen and the management respectively in India it has been seen that unions are experts at starting a strike, but know nothing about ending it. In the same way the management know how to start a lockout, but do not know how to end it and start normal operations. It is because of this tendency, that the unions have developed other forms of pressures, which may be listed as restrictive practices. (or primary strike) which intend to hurt the management quite hard, but leave the workers unharmed, hoping that the management will call the unions and make concessions. "Go slow" "work to rule " "withdrawal of cooperation" are the well known methods of restrictive practices unions quietly initiate. Another method is the union quietly telling a handful of very strategic workers to bring down performance. So that the whole organisation can get paralysed by a handful of strategic workers.

The management have their own methods of protest and pressure. Misuse of the legitimate weapon of transfer for exigencies of work is often resorted to cut down the size of any agitating employee. Suspension, pending enquiry is another method some managements resort to. Above all, the worst form of management action that invites restrictive practices is their ignorance of alloting job descriptions. instead of occupationel descriptions.

Thus we see that both the management and the workers have their own different forms of protest, apart from a Strike or a Lockout.

CAUSES OF INDUSTRIAL UNREST IN PUBLIC ENTERPRISES:

It is unfortunate that the industrial relations scene is muddled with incessant unrest in India. Trade union management conflicts, worker management disputes, intra union rivalries, inter union rivalries and so on cram the realm of industrial relations to the extent that it has turned to be a puzzle to the country as a whole.

However much industrial harmony may be sought as an organizational objective, some conflict is inherent in the industrial structure. Conflicts of interests between the various groups in an industry namely owners, managers and workers strong enough to cause prolonged work stoppages is ever present.

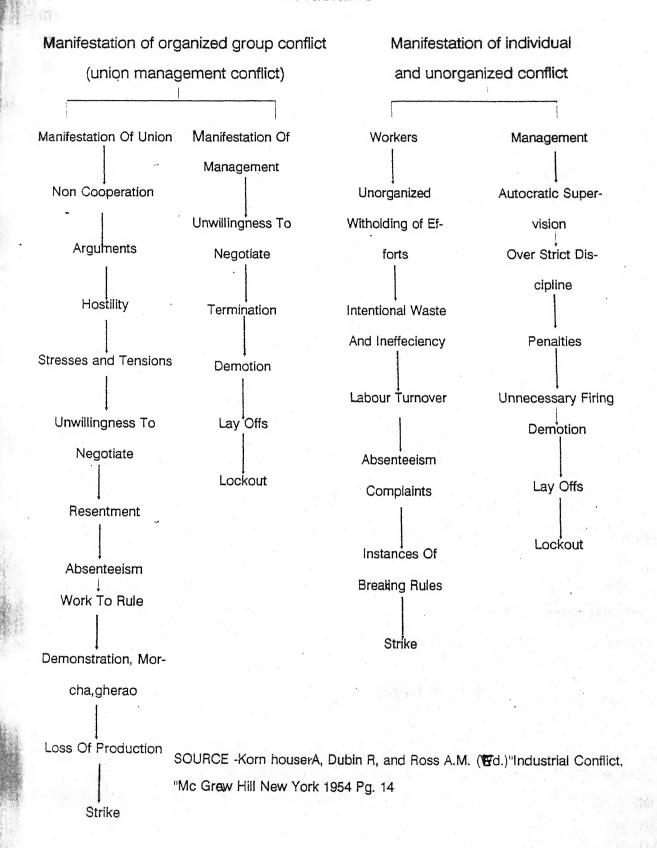
These groups, organized and unorganized manifest their conflicts in various forms, some overt, while others not quite. The ultimate manifestation of industrial conflicts is a strike on the part of the workers and a lockout on the part of managers / employers (Refer Figure C)

An occassional strike or lock out or any other industrial action in an industrial unit need not necessarily mean that industrial relations are always bad in the industry or unhappy situations exist. Infact an occassional work stoppage is an indication of live relations.¹

An element of conflict among human beings is inevitable in industrial relations. What is important is the proper management of these conflicts and not the complete absence of conflicts, because absence of conflicts does not necessarily mean good industrial relations.

^{1.} K.K.Ahuja, "Industrial Relations theory and practice "Kalayani Publishers N.Delhi 1988 pg/ 16.

FIGURE -C



In India, the relations in government industries are governed by the Industrial Disputes Act. Therefore in the government industries workers are entitled to function in the traditions of industrial establishments. There is legal standing for trade unions in the public sector industries. But even then a kind of bureaucratic power emphasis prevailes in the public sector industries, just as it does in government departments.

In public sectors the top boss does not have the power to start or initiate any new moves, even though his intentions are best unlike his counterparts in private sector. All that is expected out of him is to send in his recommendations to the concerned higher authorities, who need not necessarily be directly connected with the unit.

While the Industrial Disputes Act enables labour to seek constant wage revision upwards and bonus on profit, and because of this factor no private sector management could get away with immunity in the matter of any unilateral changes, the public sector management enjoys considerable amount of immunity from labour pressures in such matters. For one thing very often Industrial Disputes Act is not applicable, or is so administered by the State Governments in favour of the public sector management, that in effect labour has no recourse but direct action.

Even though public sectors are accountable to the public for all their actions, but the actual situation is such that public sector managements enjoy the freedom from immediate accountability to anyone except some very belated and posthumus probes by Public Committees or Estimates Committees from time to time A very common situation, faced by almost all public sector units is that very few of the top public sector executives enjoying authority have any long standing relation with the industry to which they are placed, because they are usually administrators put in charge of industrial undertakings only for a specified period of time. Even before they become well acquainted with the unit they are liable to be transferred to some other sphere.

These perennial factors influence the labour management relations a great deal, especially when major questions are involved. As a result there is an incompetence

for excercising proper authority on the part of the top executives. At the same time there is an acute consciousness of security in all the public sector enterprises as far as workers are concerned, this mentality of security paves the way for indiscipline to a large extent which facilitate to convert the simple industrial protests into violations of the law and order "provoking government to make use of their entire might to deal with them. Thus there is a possibility for the public sector employees to indulge themselves in frequent strikes because of the security, over confidence, collective strength and limited obligations to the management.

The various factors leading to unrest in public sector units may be shorlisted as follows-

- 1. Multiplicity of Unions-The Trade Unions Act of 1926 says that any seven persons or more can apply to the Registrar for the registration of a union therefore as per the act, a group of activists interested in forming a union join hands to form rival or independent union in the industry. The split among existing unions due to differences gives rise to more than one union. One faction of the union gets affiliated to one leader who has one ideology, while second faction gets affiliated to some other leader with different ideology and who in furn forms a new union. This is the way new unions emerge in Industry. Political parties also play an important role in the creation of multiple unions; the basic differences which exist among various political parties per meate down to working class, and cause rift and hence various groups . The presence of multiple unions in a single industry is the result of unions owing allegiance to different political parties which use labour for their own selfish means rather than any improvement in the conditions of the workers. The presence of multiple unions also causes rift among the workers themselves and they can not unite for their demands which leads to a weak presentation and hence non fulfillment of demands, leading to industrial unrest.
- 2. Role of Government Machinery and Industrial Legistations- It has been agreed by almost every body that state intervention is necessary for harmonious industrial relations, as a result various acts, have been implemented from time to time. But it has been seen that these labour legislations beside, conferring substantial benefits on the workers have definitely created unhealthy trends in the trade union field. The trade

union act has been responsible in the creation of multiple unions. The act has also encouraged creation of the scope for the politicians to exploit the working class for their personal benefits. In this way these acts have further complicated the problem of labour relations. Thus we see that government machinery does not play its role effectively as far as labour situation is concerned.

3. Weak and Unconcerned Union Leadership- The leadership of unions is usually in the handsof incapable persons who can not be genuine leaders of the workers. On the unions side the leadership is mostly governed by poliltical interest than by anything else and sometimes it is governed only by personal interest. On the workers side they do not visualize the conditions with the long term perspective in their minds, most of the time they are interested in immediate benefits only. Due to faulty leadership and faulty attitude towards industrial relations as a whole, conflict develops leading to tension in industrial relations.

CAUSES:-

The various reasons or the issues for the fulfillment of which the unions are ready to break the existing industrial peace are the causes for incustrial unrest. These reasons may be classified as-

- 1. Economic Reasons
- 2. Personnel Reasons
- 3. Technical Reasons
- 4. Political Reasons
- 5. Psychological Reasons

Under economic reasons, can be included demands relating to Wages and Allowances, Incentives, Bonus, and various Fringe Benefits. Personnel reasons consist of causes like demand for better working conditions adequate rest hours, protests against any suspensions, warnings, retrenchments, dismissals, transfers, promotions done by the management and also relating to demand for leave etc. Technical Reasons include protests against rationalization, automation, computerization, lay offs and lockouts. Political reasons include problems relating to state intervention, labour laws, adjudication machinery and affiliation of unions.

Apart from the above, there are certain psychological reasons also which lead to industrial unrest." The psychological cause for industrial dispute, and unrest is the denial of opportunity to the worker of satisfying his basic urge for self expression and creative accomplishment thus the worker is denied of his mental satisfaction which contributes to frustration in the minds of workers, arising out of the unsatisfied desire for personal achievement and betterment.²

When a general low status is accorded to industrial workmen by other people in society then the workers form a group by collective power through which they try to achieve status and advancements but some employers try to create hurdles in their way which may lead to disputes.

There are various reasons why relations are not cordial in the public sector, they may be summarized as follows-

- 1. Most public sector managements do not assign much importance to implement ation of the various tripartite and other agreements promptly, mainly because these managers are not a part of it.
- 2. Many of the top bosses of public sector enterprises though good administrators, are not competent business managers and they do not have ability and will in general and personnel management techniques.
- 3. Bureaucracy, red tapism, corruption and evading responsibility which are general features of public administration are also present in public sector. These factors affect the industrial relations situation adversely.
- 4. As a result of political affiliations trade union problems are usually discussed with the higher level political leaders in power prior to being discussed with the respective managements. In this process the managements of the units become in effective

^{2.} J. Prakash, Rao Shukla, "Administration of Public Enterprises in India' Himalaya Publishing House pg. 335

and demoralized which affect the personnel practices as well as the industrial relations.

- 5. The success of public sector enterprises can be taken as a matter of propoganda as far as the ruling political party is concerned, opposition political party trade unions would try to find fault with the management for tarnishing the image of the ruling party which, accounts for uncordial relations.
- 6. Due to the strong feeling of security as well as strong and politically connected trade unions, workers do not hesitate to behave irresponsibly, paving the way for industrial disharmony.

The attitude of tha trade unions towards the management and the limitations of the managements to tackle the problems effectively act together to breed indiscipline and many of the problems of industrial relations in public sector.

Thus we see that both management and workers are equally responsible for the industrial unrest in the public sector "Society can not allow workers and managements to follow the law of jungle.³

National Commission on Labour has observed, "It is equally necessary to caution that the public sector cannot reach the position required of it by the effort of management alone, there has to be responsible cooperation from labour as well. If model employer is the obverse side of a coin, model worker is its reverse. One cannot exist without the other.⁴

It has been observed that, "Both managements and trade unions behave without any concern for the public sector units with which they are attached. They are quite indifferent regarding the progress of the enterprises concerned. It is therefore the duty of the government to find out ways and meams to put an end to this tendency

^{3.}J.S.Mathur "Indian Working Class Movement pg. 341

^{4.} Govt. of India. " Report on National Commission of Labour 1969 pg. 364

to ensure proper involvement of both workers and management .At the same time all out efforts should be made to liberate the public sector from political manipulation on the one hand and from persistent industrial disputes and conflicts on the other.⁵

^{5.} V.P. Michael, "Industrial Relation in India and Worker's Involvement"Himalaya Publishing House 1984 pg. 99

EXTENT OF INDUSTRIAL UNREST IN PUBLIC ENTERPRISES:

Unrest in industries in India, has not been limited either to the public sector, or to the private sector. Even before independence the condition was not very much better, since 1924 there has been an almost steady increase in the number of work stoppages every year. The number of workers involved in these stoppages increased from 3.12 lakh in 1924 to 18.41 lakhs in 1947 and the mandays lost, increased from 87.3 lakhs to 165.63 lakhs in 1947 (Refer Table VI)

Table VII gives the labour Situation in the country at a glance, from 1986 to 1990. From the table it is clear that the number of disputes each year, have decreased since 1986, the number of workers involved went up in 1987, but again came down in 1988. The number of manday lost came down in 1987, though the number of workers involved had increased. But it almost doubled again in 1988. The table also shows that the public sector is a major employer of the workforce in the country

The Table VIII is a comparitive score of disputes in public and private sector, in the 60's' 70's and 80's. For the purpose of comparsion the last four years of the 60's, 70.s and 80,s have been taken into consideration.

On the basis of the data given in Table VIII we see that in the periods under study, in the 60's, 70's, and the 80's, on an average the number of disputes have always been more in private sector, than in the public sector,. From 1986 to , 1989 the disputes in the public sector have only been about 27% of the total disputes occuring in both the sectors, and almost the same trend can also be seen in the period under study in the 1970's. In the 1960's the public sector disputes comprise of only about 14% of the total disputes occuring in both the sectors.

Except for the period under study in the 1980's the number of workers involved have also been more in the private sectors than in the public sector. In the 1980's the workers involved in disputes from the public sector formed 54% of the total number of workers involved. Whereas in the 70's the workers involved from the public sector

TABLE -VI
INDUSTRIAL DISPUTES POSITION IN INDIA FROM 1921 to 1947

	NO. OF WORK	NO. OF WORKERS	NO. OF MANDAYS
	STOPPAGES.	INVOLVED (LAKHS)	LOST (LAKHS)
1921	396	6.00	69.8
1923	213	3.01	50.5
1924	133	3.12	87.3
1926	128	1.87	10.9
1927	129	1.32	20.2
1929	141	5.31	121.6
1930	148	1.96	22.6
1932	118	1.28	19.2
1933	146	1.65	21.7
1935	145	1.14	9.7
1936	157	1.69	23.6
1937	379	6.48	89.8
1939	406	4.09	14.93
1940	322	4.53	75.77
1945	820	7.48	40.54
1946	1,629	19.62	127.18
1940		18.41	165.63

TABLE VII
LABOUR SITUATION AT A GLANCE.

YEAR	1986	1987	1988	1989	1990
1.EMPLOYMENT ('000) +	• ,				
(a) PUBLIC SECTOR	17,683	18,025	18,320	-	
(b) PRIVATE SECTOR	7,373	7,364	7,391	- 1	-
2. EARNINGS				•	
(a)FACTORIE S (RS.)					
ANNUAL	-	•		-	-
(b)COAL MINES (RS.)					
WEEKLY	357.13	• 2	-		
3. PRICES : ALL INDIA	•				
(a)INDUSTRIAL WORKER					
CONSUMER PRICE INDEX	661	719	775	171	186
(BASE 1960 = 100)		•			
(b) AGRICULTURAL					
CONSUMER PRICE INDEX	555	578	650	724	752
(BASE 1960-61 = 100) + +					
4. INDUSTRIAL DISPUTES				•"	
(a) NO. OF DISPUTES	1,892	1,799	1,745	1020	1149
(b) WORKERS INVOLVED	1,645	1,770	1,191	608	915
('000)					
(c) MANDAYS LOST ('000)	32,748	15,358	33,947	15,182	12,591
+++	, , ,			* * * * * * * * * * * * * * * * * * * *	

Continued.....

1-01						
	5. SOCIAL SECURITY		-			-
	SCHEMES					
(,	(a) EMPLOYEES STATE					, ,
1.5	INSURANCE-INSURED	7,153	7,123	6,960	6,807	6,909
	PERSONS ('000)					
	(b)EMPLOYEES					
	PROVIDENT FUND	13,210	13,812	13,839	14,296	14,664
	CUBSCRIBER ('000)					
	(c) COAL MINES					
	PROVIDENT FUND-LIVE	808	810	820	829	837
	MEMBERSHIP ('000)			•		

⁺ As on 31st March

^{+ +} Agricultural Year (July to June)

^{+ + +} As on 31 st March

^{*} Provisional

TABLE - VIII

COMPARITIVE SCORE OF INDUSTRIAL DISPUTES IN PUBLIC & PRIVATE SECTORS.

	NO. OF DISPUTES				No. OF WORKERS IN-		NO.OF MANDAYS LOST		
				(DLVED ('00			(,000)	
YEAR		PRIVATE	ALL		PRIVATE	ALL		PRIVATE	ALL
	SECTOR	SECTOR	SECTOR	SECTOR	SECTOR	SECTOR	SECTOR	SECTOR	SECTOR
1960's									
1966	345	2,211	2,556	236	1,170	1,400	1,277	12,569	13,846
1967	441	2,374	2,815	368	1,123	1,491	2,540	14,608	17,148
1968	386	2,390	2,776	434	1,236	1,670	1,972	15,272	17,244
1969	389	2,238	2,627	337	1,489	1,826	1,424	17,624	19,048
agg.avg.	390.25	2303.25	2693.5	343.75	1254.5	1596.75	1803.25	15,018.25	16821.5
1970's									
1976	153	1,306	1,459	148	589	707	872	11,874	12,696
1977	663	2,454	3,117	950	1,244	2,194	4,471	20,849	25,320
1978	947	2,240	3,187	926	990	1,916	4,348	23,992	28,340
1979	1071	1,977	3,048	1,461	1,413	2,874	7,655	36,198	43,853
avg.	708.5	1994.25	2702.75	871.25	1059	1922.75	4336.5	23,228.25	527,552.25
									,
1980's			-	1 .	-	-			
1986	389	1503	1892	678	967	1645	2572	30,176	32,748
1987	422	1357	1779	1,007	763	1770	5237	30121	35,358
1988	564	1181	1745	802	389	1191	6633	27314	33,947
1989	361	659	1020	351	256	607	2937	12,244	15,181
avg.	4234	1175	1609	709.5	593.75	1303.25	4344.75	5 21,902.7	5 29,308.5
1990	488	661	1149	705	210	915	2,857	9,734	12591
					*******	(0	11		

Source -Pocket Book of Labour Statistics various Issues. (Compiled)

formed 45% of the total number of workers involved, and in the 60's they formed only 21% of the total number of workers involved.

Similarly, the mandays lost have also been always more in the private sector, than in the public sector. In the 1960's the mandays lost in the public sector formed only 11% of the total mandays lost. In the 1970's, it formed only 16% of the total mandays lost, and in the 1980's, it formed, only 15% of the total mandays lost. The Chief reason why the mandays lost in public sector are so less is that the public sector employees often resort to means of protest like "go slow" pen down" "tool down", "sit in" etc. and in these forms of protests they are not legally on a strike and are coming for work, therefore mandays are not lost, whereas such tactics are next to impossible to be adopted by the workers in the private sector, because they do not have the security of job which the public sector workers have.

Table IX, gives the details of industrial disputes in India, in the 1960's 1970's and 1980's .The period under study have been choosen as the same which were choosen for Table VII, i.e. the last four years of the 60's, 70's, and the 80's.

On the basis of the data given in the table, we can see that on average, the number of disputes, in the period under study, which have resulted in strikes has been decreasing and is the least in the 1980's. The number of lockout in the same period has been increasing, and the number of workers involved, both in the strikes and the lockouts have been increasing over the period, the number of mandays lost has been more as a result of strikes in the 1960's and 1970's whereas the number of mandays lost has been more as a result of lockouts in the 1980's.

Thus we see that Table IX gives us the details of industrial disputes occuring in Indian Industries in the last four years of the 1960's 1970's, and the 1980's.

Table X gives us the percentage score of industrial disputes (cause wise), for both the public and private sector, Once again the period choosen for comparitive study is the some as that which had been taken for table VIII and IX.

TABLE -IX
DETAILS OF INDUSTRIAL DISPUTES
IN INDIA

	No	of Dienut	00	No of \	Vorkers in	wolved	No of	Mandays	lost
	No. of Disputes			140.01		IVOIVEU	No. of Mandays lost		
					(Lakh)			(Lakha)	
YEAR	07011/50	1.0014	TOTAL	0704/50		TOTAL	OTDUCEO	1.001/	TOTAL
_	STRIKES	LOCK-	TOTAL	STRIKES	LOCK-	TOTAL	STRIKES	LOCK-	TOTAL
		OUT			OUTS			OUTS	
1960's					•				
1966	2353	203	2556	12.62	1.48	14.10	103.77	34.69	138.46
1967	2433	382	2815	13.40	1.51	14.90	105.65	65.83	171.48
1968	2451	325	2776	14.65	2.04	16.69	110.78	61.66	172.44
1969	2344	283	2627	16.87	1.40	18.27	154.77	35.71	190.48
avg.	2395.25	298.25	2693.5	14.38	1.60	15.99	118.74	49.47	168.21
1970's	-								
1976	1244	218	1459	5.50	1.86	7.41	27.99	99.47	127.46
1977	2691	426	3117	19.12	2.81	29.13	134.10	119.11	253.21
1978	2792	425	3157	16.90	2.26	19,16	154.23	129.17	283.40
1979	2709	239	3048	27.14	1.59	32.73	358.04	80.50	438.54
avg.	2359	352	2695.25	17.16	2.13	22.10	168.59	107.06	275.65
1980's					-				
1986	,458	434	1892	14.44	2.00	16.44	188.24	139.25	327.49
1987	1,348	451	1799	14.95	2.75	17.70	140.26	213.32	353.58
1988	1,304	441	1745	9.37	2.54	11.91	125.30	214.17	339.47
1989	750	270	1020	4.45	1.63	6.08	56.06	95.78	151.84
avg.	1215	399	1614	43.21	2.23	13.03	127.46	165.63	293.09
1990	897	252	1149	8.04	1.11	9.15	52.63	73.28	125.91

Source - Indian Labour Statistics, Indian Labour Journal, Labour Statistics (Processed)

TABLE - X
PERCENTAGE SCORE OF INDUSTRIAL DISPUTES. (CAUSEWISE)

YEAR.	Wages &	Bonus	Personnel &	Leave & Hours	Miscellaneous.
*	Allowance		Retrenchment	of Work.	
. 1960's					
1966	35.8	13.2	25.3	2.4	23.3
1967	39.9	- 10.9	26.6	1.0	24.6
1968	38.4	9.4	28.6	1.9	22.1*
1969	36.0	10.0	26.6	2.6	25.2
avg.	37.52	10.8	26.7	1.9	23.8
1970's	,				
1976	23.4	13.8	29.9	2.9	30.0
1977	31.2	15.2	23.0	2.2	28.4
1978	28.7	9.9	24.2	2.0	35.2
1979	31.9	8.8	21.7	2.4	35.2
avg.	28.8	11.9	24.7	2.3	32.2
1980's			!		
1986	25.7	9.7	23.3	1.3	40.0
1987	27.6	7.7	17.1	1.2	46.4
1988	27.8	6.9	17.0	1.6	46.7
1989	23.4	4.1	19.9	1.1	51,5
avg.	26.12	7.1	19.3	1.3	46.1
1990	25.2	3.0	16.8	0.6	54.4

Source -Indian Labour Journal, India Labour Statistics, and Pocket Book of Labour Statistics. (Compiled)

Even a cursory glance, at the table shows us that the disputes in all the years have mainly arisen on issues relating to wages and allowance. Along with it the causes marked under "Miscellaneous" have also been steadily increasing ever the years. The causes included under Miscellaneous are-Indiscipline, violence etc. over the last few years, or we may say in the period under study in the 1980's Indiscipline and violence has increased to a great extent and thus forms one of the major causes of industrial disputes these days. Leave and hours of work, cause the least amount of disputes. Bonus has the next higher number of disutes, and Pessonnel and retrenchment come next only to wages. The trend in Industrial Disputes is almost the same in public and private sectors.

Table XI gives us the results of industrial disputes in India (percentages) the period choosen is once again the same as that in the last table.

In almost all the years it has been seen that the percentage of disputes not successful in being solved has been more than the percentage of disputes which have been successfully solved. A very large amount of disputes have been partly unsuccess ful in being solved and a small amount of disputes (only 2.8% in the 1900's) have gone on to be indefinite with still no solution coming up for them.

But the very fact that the failure exceeds success shows that our arbitration, conciliation and adjudication procedures need to be checked and improved. There are various loopholes in these machineries set up for solving industrial disputes and unless they are removed compeletly we can not expect our conciliatory and adjudicatory procedures to be more successful in solving industrial disputes.

Table XII gives us the number of disputes solved by different modes of settlement from 1977 to 1990. The various modes of settlement are government. Intervention, Mutual Settlement, and Voluntary Resumption.

On a general look at the table, the one prominent feature that can be noticed is that each year, least number of disputes have been settled by mutual settlement, on an

TABLE - XI
RESULTS OF INDUSTRIAL DISPUTES IN INDIA (PERCENTAGE)

Year	Unsuccessful	Indefinite	Partly Unsuccessful	Successful
1960's				· · · · · · · · · · · · · · · · · · ·
1966	31.4	20.5	16.5	31.6
1967	34.7	16.2	15.8	33.3
1968	36.6	15.3	18.4	30.0
1969	31.2	16.5	17.1	35.2
avg.	33.47	17.12	16.9	32.5
1970's				
1976	44.1	8.3	27.1	20.5
1977	33.0	9.7	27.6	29.7
1978	37.8	4.9	. 23.9	33.4
1979	40.5	3.9	27.5	28.1
avg.	38.8	6.7	26.5	• 27.9
1980's				
1986	26.4	2.4	34.4	36.8
1987	33.4	2.9	31.1	32.6
1988	40.9	3.2	28.0	27.9
1989	49.4	3.0	22.5	25.1
avg.	37.5	2.8	29.	30.6
1990	58.0	1.8	26.7	13.5

Source - Pocket Book of Labour Statistics. Indian Labour Statistics and India Labour Journal (Processed)

TABLE - XII

NO. OF DISPUTES SOLVED BY DIFFERENT MODES OF SETTELMENT

	<i>N</i>	NUMBER OF DISPUTES SETTELED BY						
YEARS	GOVT. INTERVEN-	MUTUAL SETTEL-	VOLUNTARY	TOTAL				
	TION	MENT	RESUMPTION					
1977	1,105	681	706	2,492				
1978	1,161	834	687	2,682				
1979	775	755	996	2,526				
1980	632	743	835	2,210				
1981	573	590	596	1,759				
1982	465	544	744	1,753				
1983	464	473	747	1,684				
1984	552	352	584	1,488				
1985	541	343	400	1,284				
1986	642	402	329	1,373				
1987	638	295	391	1,324				
1988	485	207	539	1,231				
1989	223	143	304	670				
1990	208	76	376	660				

Note - Figures for the case of intervention for which no detailed information is available are excluded from the table .

Source- Pocket Book of Labour Statistics 1990-1991.

TABLE - XIII
INDUSTRIAL DISPUTES BY SECTORS (PUBLIC & PRIVATE)

	1986	1987	1988	1989	1990
(a) PUBLIC SECTOR			1		
1. No. of DISPUTES	389	422	564	361	488
2. WORKER'S INVOLVED ('000)	678	1,007	802	351	705
3. MANDAYS LOST ('000)	2,572	5,237	6,633	2,937	2,857
4. WAGES LOST	6.11	10.26	15.46	14.15	1,702
(RS. IN CRORES)	(281)	(355)	(455)	(296)	(408)
5. VALUE OF PRODUCTION	40.06	108.25	71.62	65.04	59.56
LOST (RS. IN CRORES)	(208)	(300)	(394)	(266)	(369)
(b) PRIVATE SECTOR					*
1. NO. OF DISPUTES	1,503	1,357	1,181	659	661
2. WORKER'S INVOLVED ('000)	967	763	389	256	210
3. MANDAYS LOST ('000)	30,176	30121 -	27314	12,244	9,734
4. WAGES LOST	39.20	43.62	46.49	10.86	498
(RS. IN CRORES)	(837)	(672)	(615)	(230)	(194)
5. VALUE OF PRODUCTION	783.52	531.43	622.62	218.43	100.82
LOST (RS. IN CRORES)	(758)	(619)	(540)	(201)	(181)
		1			

* PROVISIONAL

N.B.- Figures in brackets indicate the number of cases to which the information relates.

Source -Pocket Book of Labour Statistics -1990. Hand Book of Labour statistics -1991 average the number of disputes solved by Government Intervention is more than the number of disputes solved by Voluntary Resumption, though the margin is very small, and it differs from year to year.

The data given in Table XII considers both the public sectors and the private sectors together, since the data for public sector alone is not available, But it gives the general idea, and basically the same pattern is followed both in the public as well as the private sector industries in the country.

The Table XIII once again shows a comparision of disputes between the public sector and the private sector. We can see that the number of disputes in public sector enterprises have been less than the number of disputes in the private sector in the same period. Except in the year 1986, the workers involved have been more in the public sector. Mandays lost have always been more in the private sector than in the public sector.

A very unique feature of disputes in public sector is that the employees of public sector enterprises resort to various forms of unrest which the private sector employees would not resort to, viz, go slow, tool down, pen down, work to rule etc instead of direct action, as a result of which we see that the mandays lost are more in the private sector, than in tha public sector.

The data for 1989 and 1990 is provisional, otherwise we can see that there has been a general increase in the number of disputes each year.

EFFECT ON PRODUCTION, PRODUCTIVITY AND THE SOCIETY:-

The productivity of any organization is the result of certain actions and inter actions amongst management, managers, supervisors and workers as an individual and on group basis for certain task to achieve pre set objectives. These interactions between the Management, Managers, Supervisors and Workmen are also known as Industrial Relations. If these interactions are healthy, a positive productivity is a must , in a public sector where money, market, machinery etc., are not difficult constraint. In other words, the Industrial Relations are playing a major role in achieving the productivity of public sector organizations which is one of the main objectives of public sectors. ⁶

In an Industrial set up conflicts between employers and workers are inevitable, these conflicts take various forms of protest. From the side of the workers the forms of protest are strikes, go slow, gherao, demonstrations etc. From the side of the employers these disputes take the form of retrenchment, dismissals, lockouts etc. but the two most prominent forms of protests are strikes and lockouts, whether a strike is a success or a failure, tension is created between the employers and the employees. This results in loss of production and decline in national income. This is true both in the case of private sectors as well as public sectors, strikes and lockuts bring about loss of production and profits to the owners, loss of wages to the workers, irregular supply of goods and services to the consumers and aggregate loss in gross national product and income at the national level (The Economic Impact of Industrial Disputes in India can be clearly seen in Table XIV)

Labour management relations have many aspects. There are lapses on the part of employers, lack of communication, understanding and quick response to problems on the one hand and inter union rivalry and the desire of trade union leaders to capture power and create conflicts on the other. The extremely slow moving

^{6.} Fuzail Ahmed," Influence of Industrial Relations over Productivity" in Public Sector in Public Enterprises in India, V.K.L, Srivastava (E.D.) Chugh Publications Allahabad 1990 pg. 234-235

TABLE - XIV

ECONOMIC MPACT OF INDUSTRIAL DISPUTES IN INDIA

	NO. OF	WORKER'S	MANDAYS	LOSSTO	PRODUCTION
YEAR	INDUSTRIAL DIS-	INVOLVED	LOST ('000)	WORKER'S	LOSS (RS.) (IN
100 miles	PUTES.	('000')		WAGES	CRORES)
				(CRORES)	
			·		
1986	1,892	1,645	35,320	45.31	823.59
1987	1,799	1,770	40,545	53.88	639.69
1988	1,745	1,190	33,947	61.95	694.23
1989	1,020	607	15,181	25.01	283.47
1990	1,149	915	12,,591	- 22.00	160.38
				-	

Source - Pocket Book of Labour Statistics - 1990 . Hand Book of Labour Statistics -1991. (Compiled) negotiations, conciliation, adjudication machinery add fuel to the fire. The mere absence of strikes and lockouts do not signify good labour management relation in the organization because the management might be buying industrial peace by compromising on discipline and productivity similarly the workers might be disorganized and being exploited by management but without any protest from them. A good labour management relation is a quality, an approach, an attitude of mind which prevails all along the length of the organization and becomes the way of life to the management. An effective labour management relation will be one in which collective will to work is there.

Wherever good labour management relations exist the atmosphere is more friendly and productive resulting in higher output. It pays to have good industrial relations. It lays the ground for consultation, exchange of views between the worker representatives as well as the management. For effective labour management relations it is essential that trade union should be organized and are given due recognition and facilities for union officers to carry out their duties. It is also important that agreement once signed is strictly adhered to, there is need to eliminate a sense of distrust and to create a feeling of confidence and good will among union representatives and management. The improved labour management relationship can help us to achieve higher production both in volume and quality to meet the challenges of high standards of living.

Good labour management relations are a pre requisite for national and economic growth of the country. In a developing country like India, the object is to increase the per capita income of the population through rapid industrialization, because industrialization increases employment opportunities. But for rapid industrialization we need the proper climate of industrial peace. Strikes and lockouts cause industrial unrest which will lead to loss to the nation in terms of loss of production.

Strikes and lockouts are important not only from industrial point of view but also from social and economic point of view as well and they have as great an impact on the society as they do on labour and employers. Social cost of disrupted industrial relations is heavier than their economic burden and the indirect losses of industrial

strikes are probably greater than direct losses. The economic and social damage done by a strike may be assessed, keeping in view (a) the number of workers involved in the strike (b) its duration and (c) the nature of the struck unit or service. The larger the number of workers involved, the longer the duration of astrike, and the more essential the commodity and the service is, the more wide spread will be the effects of a strike. A strike in a public utility service eg. railway, post and telegraph, and water supply concerns etc. is likely to effect the public much more as compared to a strike in other industrial establishments.

Effects of strikes-

- (a) Effect on employers:- Industrial strikes involve both economic as well as non economic costs for the employers. The economic losses caused by a strike are very serious. The loss of project is only one loss among other losses. The production work stops. The sales go down, The market is captured by rival concerns and good will may be lost. Apart from this, additional expenditure may be incurred on protecting the plant and strike breaking activities. Publicity and propagonda by workers and rival concerns against the employer in public are other elements which contribute to loss to the employer. A lot of money is also spent by the employer in taking steps to prevent strikes, in carrying out publicity, propoganda and in organizing costiler demonstrations, processions etc. If new workers are engaged, they are to be trained and for all this expenditure is incurred by the employer. Besides these monetery losses, loss of mental peace, respect and status in the society cannot be calculated in terms of money.
- (b) Effect on industrial labour- The worker class has to undergo severe hardships in their fight with the employers. The loss of their wages is the most crucial loss to them, apart from the fear that they may loose their jobs if the strike fails. The trade unions who take the responsibility of the workers during periods of strike also have to face adverse conditions if the strike lasts longer than expected. The plight of workers becomes terrible when they do not get employment during the strike

"Strike affects not only the production, consumption, economy, employers, society and nation but affects the workers most. Thus the final position of the labourers becomes unstable due to loss of wages and other benefits due to strikes and it

becomes worse when they do not get an alternative employment during the strike period. Even public opinion opposes frequent strike. They generate public hostility.

(c). Effect on the Society - General public can be classified under three categories of people affected by industrial strikes. First of all come the consumers of the struck product. It means that more essential the product and more difficult to have its alternatives, the greater are the inconveniences to the cousumers. For instrance, a strike in a public ublity service, like Railways, will create more hardship than strike in an ordinary establishment to the consumers. Secondly, suppliers to the struck unit also incur losses due to strikes because they are forced to curtail their operations for the reason that the struck unit has reduced its demands for their goods and services to the striking workmen. The wage losses incurred by the workers who go on strike force them to curtail their consumption and there is other set of people who live by supplying goods and services to workers and they are compelled to reduce their activities. Even these people are adversely effected by the strikers. 8

A strike in a basic industry is like a big stone being thrown into a pond. causing waves in concentric circles, untill the entire pond is engulfed. So whenever a strike takes place in such industries, a demand for settlement of the labour dispute is made to protect the public interest Public as a third party has a right to protect its life, health and interests affected by the stoppage of production work due to conflicts between labour and management. ⁹ To put an end to any industrial dispute the government has to interfere from time to time. In order to solve and prevent industrial and labour disputes the state incurs additional expenditure and this money is public money, which could otherwise have been used for more productive purposes.

^{7.} Dr. L.C. Dhingra, "Socio Legal Effects of Industrial Strike and Judicial Attitude" in Labour Bulletion .Vol fifty (No.3) March 1990 Labour Department U.P.pg.3

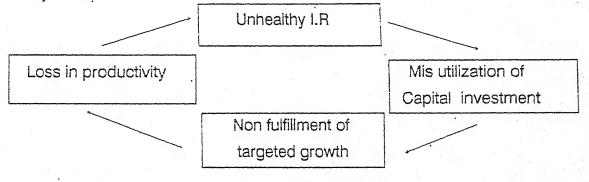
^{8.} ibid pg.4

^{9.} Chembalain & Schilling, Social Responsibility and Stress pg107 (1st ed.)

It is thus seen that industrial disputes are a great menace to the industry and the society. Moreso because during strike fascist violent tendencies increase such, as holding gate meetings and manhandling those who do not want to join the strike rowdy demonstrations and processions with slogans of all types including abusive ones, burning effigies of employers, gheraos of management personnel attacking or stabbing of non unionised workers, labour officers, managers, supervisors, use of threat for kidnapping the children of executives, making anonymous telephonic calls to the employers or the members of their family, destroying the public property and the machinery of the factory and even setting fire to the building or completely stopping work in the factories. Such a state of affairs leads to grave industrial and social dislocation and therefore there arises the need for preserving industrial peace 10.

Industrial peace is not merely a negative concept signifying the absence of industrial unrest, the reconciling of the hostile forces in order to avoid ruinous strife, but it also signifies the active presence of harmonious and good industrial relations generating amity and goodwill between the partners in industry a condition which is both the cause and effect of fruitful cooperation.¹¹

Thus we see that unhealthy industrial relations situation in an industry almost invariably lead to loss in productivity. Therefore if healthy industrial relations are not maintained the optimum utilisation of capital investment and growth rate cannot be maintained. It is bound to result in loss of productivity and hence further loss of industrial relations ¹². This may lead to the growth of an industrial vicious circle. Which in the long run will ruin the growth and economy of the nation. The industrial vicious aircle may be represented as follows-



^{10.} C.B. Mamaria, S. Mamoria," Dynamics of Industrial Relations in India" Himalaya Publishing House pg.270

^{11.} T.N. Rastogi Indian Industrial Labour . 1948 pg. 107.

^{12.} Fuzail Ahmed, "Inflnence of Industrial Relations over Productivity in Public Sector, "in Public Enterprises in India Ed V.K.L. Srivastava 1990 pg. 242.

Getting out of this vicious is not only difficult, but it is expensive, as well as time consuming Hence all effort should be directed in avoiding such a situation from coming up. The problem should be nipped in the bud, otherwise the consequences are bad for the employer, the employee as well as the society., as we have seen in the previous pages.

Usually all public sectors try to conceal the actual manhour loss due to IR problems, although it is on the increasing level in the public sector Most of the public sectors attribute the productivity loss to plant breakdown, or non uniform material flow or funds problem But, if any of the above mentioned problems are properly analyzed invariably we will find unhealthy industrial relations at some or the other point. This is because the top executives in most public sectors pay least attention to the IR situation, as a result the IR departments are not properly developed. Only when the top executives are alive to all situations and attach high importance to IR and pay personal attention to maintain healthy. IR will there be proper inter personal relationship amongst all the people working in the organization and this is very important for a cordial relationship and effectient working of the organization.

In short we may say that though at times strikes and lockouts are inevitable, and sometimes they even bring fruitful results but almost always they bring more harm to the country through loss to production and through the spreading of bad habits in the society. Hence such a means of protest as a strike or a lockout must be used only sparingly and only when highly essential. The interest of the society at large should be kept in view before the parties resort to either of these methods.

CHAPTER-IV

INDUSTRIAL DISPUTES AND METHODS OF SETTELMENT OF DISPUTES

A. VARIOUS INDUSTRIAL RELATIONS LEGISLATIONS IN BRIEF
B. MACHINERY FOR SETTELMENT OF INDUSTRIAL DISPUTES
C. IMPLEMENTATION OF SCHEMES OF WORKERS PARTICIPATION IN
MANAGEMENT IN PUBLIC ENTERPRISES

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VARIOUS INDUSTRIAL RELATIONS LEGISLATIONS IN BRIEF

INTRODUCTION:- India, as yet does not have, what may be described as a comprehensive Industrial Relations Act for providing an adequate legal frame work for labour management relations. Such an act has been in the offing ever since the **National** Commission reported in 1969.

The penultimate decade of the present century was a significant one in the field of industrial relations in the country. The decade opened with the requiem of an IR bill, (popularly known as the RavindraVarma Bill) with the fall of the Janta government., and the consequential dissolution of the Sixth Lok Sabha. Also the decade closed with the staiemate of yet another IR bill (Sangama Bill) with the fall of the Congress Government and the resultant dissolution of the eight Lok sabha. ¹

Both the above mentioned bills had tried to bring out a comprehensive legislation which would cover the Industrial Disputes Act, The Trade Unions Act, matters regarding Collective Bargaining, majority union, membership Verification etc. But the working class opposed both the bills and termed them as "block bills". There was sharp criticism from all the trade unions as a result of which the government could not push through the bill in the parliament eventhough it had a comfortable majority. This was a significant victory the working class achieved through democratic process.

The National Front Government, led by Mr. V.P. Singh, which lasted a mere eleven months had also made promises of introducing a comprehensine legislation governing industrial relation and of withdrawing the Industrial Disputes Act and the Trade Unions Act. The National Front govt. had also introduced a Bill on Labour participation at all levels of management in the Rajya Sabha in May 1990, since, then the country has undergone changes in government twice. After the fall of the National Front government, The Janata Dal (S) led by Mr. Chandrashekhar formed the government but also

^{1.} P.L.Rao "Industrial Relations, Developments in the 1980's" The Economic times 28th Feb. 1990.

lasted a few months only, and now we have the Congress (I) forming the government, with Mr. P.V. Narsimha Rao as the primeminister., and it is yet to be seen what will be the stand taken by the new government regarding the I.R. Bill and the Workers Participation Bill.

In the meantime we have the following three bills which regulate our industrial relations-

- 1. The Trade Unions Act. 1926.
- 2. Industrial Employment (Standing Orders) Act 1946.
- 3. Industrial Disputes Act. 1947.

In the following pages, the researcher has tried to discuss the chief charecterstics of the above mentioned three acts.

THE TRADE UNIONS ACT 1926:

The present trade unions act, 1926, was passed in 1926 under the title the Indian Trade Unions act, and was brought into force from 1st June 1927 A comprehensive Trade Unions (Amendment) Act was passed in 1982. It is called the Trade Unions (Amendment) Act. 1982.

According to the act the object of the act is "to provide for the registration of trade unions and in certain respects to define the Law relating to registered trade unions.

The Act extends to the whole of India. It is Central Legislation, but it is administered and enforced mostly by the state government. The Act is devided into thirty three sections and contains five chapters.

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Main Provisions of the Act:

Definitions

Trade Dispute It means "any dispute (i) between employer and workmen or (ii) between workman and workmen or (iii) between employers and employers, which is

connected with the employment or non employment or the terms of employment, or the conditions, of labour of any person.

Trade Union Dispute It means, " any dispute (i) between one trade union and another, (ii) between one or more members or office bearers of a trade union and the trade union, relating to its affairs including the appointment of the members of the executive or other office bearers of the trade union, validity of any such appointment, the area of operation of the trade union, Verification of membereship and any other matter arising out of the rules of the trade union, but excluding matters involving determination of issues as to the title to, or ownership of any building or other property or any funds." Trade Union means a combination formed not merely for the purpose of regulating relations between workmen and employers, but also between workmen and workmen or between employers and employers or for imposing restrictive conditions on the conduct of a trade or business and it includes any federation of two or more trade unions.

Registrar of Trade Union- " A registrar appointed by the appropriate government for each state. The registrar also includes an additional or deputy registrar of trade unions.

Registration of Trade Unions-

Any seven or more members of a trade union may, by subscribing their names to the rules of the trade union, and by otherwise complying with the provisions of the act with respect to registration, can apply for its registration under the act. Every application for registration of a trade union should be made to the Registrar of trade unions.

The Registrar will register the trade union if he is satisfied that the trade union has compiled with all the requirements of this act in regard to registration. The Registrar, on registering the trade union, shall issue a certificate of registration, which shall be conclusive evidence that the trade union has been duly registered under the act.

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The Rights and priveleges of a registered trade union are as follows-

- 1. Immunity from punishment for criminal conspiracy.
- 2.Immunity from civil suits in certain cases.
- 3. Immunity from Tortuous Act.
- 4. Enforceability of agreement.
- 5. Right to inspect Books of trade unions.
- 6. Right of minors to membership of trade Unions.
- 7. Amalgamation of trade unions.

The Duties and liabilities imposed on a Registered trade union are as follows-

- 1. A registered trade union is required to give notice of change of the registered office.
- 2. Maintain a general fund.
- 3. Maintain a Seperate fund for political purposes.

Every registered trade union is required, by section 28 to send annually to the registrar, on or before a prescribed date, a general audited statement of all receipts and expenditure during the year ending 31st December. A general statement of the assets and liabilities of the trade union existing on 31st December shall also be sent on the prescribed date to the registrar.

Section 31 to 33 of the trade unions Act of 1926 deal with the provision of penalties which may be imposed when there is a default in submission of returns or supplying false information and also sending false statements and other irregularities.

PROPOSED CHANGES-

In the Trade Unions and the Industrial Disputes (Amendment) Bill 1988, introduced in the Rajya Sabha on the 13 th May 1988, the following changes are proposed in the legal system concerning the Trade Unions Act 1926:

To implement the recommendations of the National commission on Labour. To strengthen the trade union movement which is now weakned by multiplicity of small fragmented unions which do not have the requiste strength to deal with the employers

by provding for a minimum membership of ten percent of the workmen in an establishment for a union to be registered, by restricting the number of non workmen as office bearers of union, by providing for constitution of bargaining councils for a three years term to enable them to engage in collective bargaining through a serious dialogue where both the parties seek mutual accomodation and benefit and industrial peace and harmony ².

The other recommendations of the NCL were,

- Compulsory registration of trade unions.
- Raising minimum number of persons required to form a union from the existing seven, to ten percent of regular employees of a plant, or one hundred which ever is lower.
- To reduce multiplicity of unions.
- Raising of union membership fee to one rupee.
- Discouraging craft / occupational unions.
- Reduction of outsiders in the executive of a union.
- Settelment of inter union and intra union rivalries by the central organisation concerned with provision for appeal to labour court, time bound registration of unions by Registrars of Trade unions
- Provision for cancellation of registration in certain circumstances etc.

Apart from the various recommendations which are being suggested by the government authority. The trade unions themselves should be invited and encouraged to give suggestions to build up a stronger trade union movement. The trade union Act of 1926 needs to go through a complete overhauling. It is now an out dated act, and the sooner the steps are taken to see to this problem, the better it will be for all concerned.

^{2.} O.Maheepathi, "Parameteral veiw of Industrial Relations in Public Sector in India," in Parameters of IR in public sector in India, "Ed. Raj K. Nigam. Documentation Centre for Corporate Business Policy Research 1990 pg.25.

THE INDUSTRIAL EMPLOYMENT (STANDING ORDERS) ACT 1946

The act came into force from 1st of April 1946. The object of the act is to have uniform standing orders provided for the members enumerated in the schedule to the act. Its object, as stated in its preamble is, to require employers in industrial establishments to define with suffecient precision the conditions of employment under them and to make the said conditions known to workmen employed by them. It has been enacted with a view to regulating the conditions of recruitment, discharge, disciplinary action, holidays etc. of the workmen employed in the industrial under takings.

A workmen is defined as any person (including any apprentice) " employed in any industrial establishments to do any skilled or unskilled, manual, supervisory, technical or clerical work for hire or reward, but does not include any such person....who is mainly employed in a managerial or administrative capacity or a supervisor drawing more than Rs. 500/- per month, or one whose functions are mainly of a managerial nature.

The act applies to every individual establishment wherein one hundred or more workmen are employed on any day of the preceeding twelve months. The act excludes workmen in industrial establishments run by the government directly i.e. the departmental under takings. The administration of the act is the responsibility of the central government in respect of industrial establishments under the control of the central government.

"The act implies an obligation on the employer to submit the draft standing orders, within six months from the date of application of the act to his establishment, to the certifying officer. The draft standing orders have to provide for all matters set out in the schedule of the act and should conform as far as practicable to the model standing orders appended to the Industrial Employment (Standing orders) central Rules 1946. On receipt of the draft standing orders the certifying officer is required to give full opportunity to the parties to raise objections. He can adjudicate upon the fairness or reasonableness of the provisions made in the draft standing orders. Any party ag-

grieved by the order of the certifying officer is entitted to prefer an appeal to the specified Appelate authority. The standing orders finally certified under this act are not liable to modification, except by agreement between the employers and the workmen, until the expiry of six months from the date on which the standing orders or the last modification thereof came into operation.³

The certified standing orders are to be posted in English and in the language understood by the majority of the workmen at the entrance and other prominent places in the establishments.

Matters to-be provided in the standing orders-

- 1. The classification of workmen, eg, whether permanent, temporary, casual, apprentice etc.
- 2. Manner of intimating to the workmen periods and hours of work, holidays, pay days and wage rates.
- 3. Shift working.
- 4. Attendance and late coming.
- 5. Conditions of procedure in applying for and the authority which may grant leave and holidays.
- 6. Requierments to enter the premises by certain gates and liability to search.
- 7. Closing and reopening of sections of the industrial establishments Temporary stoppages of work and the rights and liabilities of the employer and workmen arising therefrom.
- 8. Termination of employment, and the notice there of to be given by the employer and workmen.
- 9. Suspension or dismissal for misconduct, and acts or omission which constitute misconduct.
- 10. Means of redress for workmen against unfair treatment or wrongful exactions by the employer or his agents or servants. Any other matter which may be prescribed.

^{3.} N.N Chatterjee "Industrial Relations in India's Developing Economy" Allied Book Agency Calcutta. pg.276.

The act provides that any employer or employee may refer the question to any of the labour courts, constituted under the Industrial Disputes Act of 1947, to who a such powers have been given by the appropriate government.

If an employer fails to submit draft standing orders or modifies the standing orders otherwise than in accordance with section 10,he can be fined upto five thousand rupees and in case of a continuing offence, punished with a further fine of up to two hundred rupees for every day.

THE INDUSTRIAL DISPUTES ACT 1947-

The act came into operation on 1st of April 1947. The act was formulated chiefly to fulfill the following objectives-

- 1. To bring about and preserve harmonious relations between the employer and the employees, and to get the disputes settled through adjudicatory authorities.
- 2. To provide suitable investigative machinery for investigation and settlement of industrial disputes between the various factions involved.
- 3. To prevent illegal strikes and lockouts.
- 4. To provide relief to workmen in matters of layoffs, retrenchment, wrong ful dismissals and victimization.
- 5. To give the workmen the right of collective bargaining and promote conciliation.

With the passage of the I.D. act, a permanent machinery (conciliation) has been set up for the speedy and amicable settlement of industrial disputes. To accelerate conciliation proceedings, a maximum time limit has been prescribed within which the machinery must be set in motion. The deadline is fixed from the date of notice of strike.

Compulsory arbitration in the public utility services including the enforcement of arbitration awards has been recognized. Strikes and lockouts during the pendency of conciliation and arbitration proceedings and the arbitration awards enforced by the government order are provided specific time limits for various stages of conciliation and arbitration to eliminate delays are prescribed. The employers have been obligated to recognize and deal with representative trade unions.

Works committees have been set up to provide machinery for mutual consultation between employers and employees.

Now the industrial disputes may be referred to an industrial tribunal where both parties to any industrial dispute apply for such reference or where the appropriate government considers it expedient to do so. In case a dispute actually exists or is apprehended it can be referred to a tribunal by the appropriate government.

Definitions-

- 1. Industrial Dispute Any dispute or difference between employers or between employers and workmen, or between workmen and workmen which is connected with the employment or non employment or the terms of employment or the conditions of labour of any person.
- 2. Strike- A cessation of work by a body of persons employed in any industry, acting in combination, or a concerted refusal to continue to work or to accept employment.
- 3. Lay off- The failure, refusal or inability of an employer on account of shortage of coal, power or raw materials or the accumulation of stocks or the break down of machinery, natural calamity or for any other connected reasons to give employment to a workmen whose name is borne on the muster rolls of his industrial establishment and who has not been retrenched.
- 4. Lockout- The temporary closing of a place of employment or the suspension of work, or temporary refusal by an employer to continue to employ any number of persons employed by him.
- 5. Retrenchment- The termination by the employer of the service of a workman for any reason what so ever, otherwise than as a punishment inflicted by way of disciplinary action, but does not include voluntary retirement of workmen, retierment of workmen on reaching the age of super annuation, or termination of the service of a workman on ground of continued ill health.
- 6. Wages- All remuneration capable of being expressed in terms of money which would, If the terms of employment expressed or implied were fulfilled, be payable to a workman in respect of his employment or of work done in such employment.

Authorities under the Act- The act creates certain authorities or agencies for prevention or settelment of industrial dispute.

1. Works Committee- It is set up at plant level in an industrial undertaking employing 100 or more workmen, in such a manner that the representatives of the workmen are not less than those of the employers. provided, its total strength does not exceed twenty.

The works committee takes step to secure good employer employee relations. It acts as an advisory body, and comments upon such matters of common interest or concern and endeavour to compose any material difference of opinion on such matters.

The works committee is not entitled to -

- 1. Discuss grievances arising out of the disciplinary action.
- 2. Take up such matters which fall under the purview of standing orders.
- 3. Enter into agreements, with the employer on changes in conditions of service.
- 4. Supplant or supercede the unions for the purpose of collective bargaining.
- 5. To compose differences by making recommendations, the final decision rests with the union and the employer.
- 2. Conciliation officer- It is an agency or authority created for conciliation proceedings. The conciliation officer works towards mediating and promoting settelment of industrial disputes. He has wide powers of making investigation without delay, into an industrial dispute and all matters affecting the merits and rights of settelment there of and may do all such things as he thinks fit, to induce the parties to come to a fair and amicable settelment of the dispute. The conciliation officer has no authority to pass a final order, he only reports to the higher authority.
- 3. Board of Conciliation- This is an adhoc body, and can be set up whenever the need arises. It comprises of two or four members representing parties to the disputes in equal numbers and a chairman who has to be an independent person. The Board has no power to impose a settelment upon the parties.

- 4. Court of Inquiry- It is constituted as an adhoc body as the occassion may arise by the appropriate government. It can inquire into any matter connected with or relevout to industrial dispute., but not into the dispute itself. The court can be set up irrespective of the consent of the parties to the dispute. Usually the court of inquiry comprises of one person. In case it has more than one member, one of the mill be nominated as chairman.
- 5. Labour Court- One or more labour courts may be constituted by the appropriate government for adjudication on industrial disputes relating to any matter specified in the second schedule to the act, and for performing such other functions as may be assigned to them.

The matters specified in the second schedule are -

- 1. The propriety or legality of an employer to pass an order under the standing orders.
- 2. The application and interpretation of standing orders.
- 3. Discharge or dismissal or termination of services including reinstatement of or grant of relief to employers wrongfully dismissed.
- 4. Withdrawal of any customary concessions or privilages.
- 5. Illegality or other wise of a strike or a lockout.
- 6. All matters other than those specified in the third schedule and for performing such other functions as may be assigned to them under this act.
- 6. Industrial Tribunal- It may be set up by the appropriate government on a temporary or permanent basis for the adjudication of industrial disputes relating to any matter whether specified in the second schedule or the third schedule

The matters specified in the third schedule are -

- 1. Wages, including the period and mode of payment.
- 2. Compensatory and other allowances.
- 3. Hours of work and rest intervals.
- Leave with wages and holidays.
- 5. Bonus, Profit sharing, PF, and gratuity.
- Shift working otherwise than in accordance with standing orders.
- 7. Classification of grades.

- 8. Rules of discipline.
- 9. Bationalization.
- 10. Retrenchment of employees and closure of an establishment or undertaking.
- 11. Any other matter that may be assigned to them under the act.
- 7. National Tribunal The central govt., may by notification in the official gazettee, constitute one or more National Tribunals for adjudication of industrial disputes.
- (i) Involving questions of national importance or
- (ii) Which are of such a nature that industries in more than one state are likely to be interested in or affected by such disputes.

When a National Tribunal has been referred to, no labour court or Industrial Tribunal shall have the jurisdiction to adjudicate upon such matters.

8. Arbitration- As a method of resolving a dispute, the employer and the workman may before a reference is made to a Labour Court, Tribunal or National Tribunal, refer the dispute to arbitration, This has to be done by a written agreement. The arbitrator or arbitrators are jointly selected and specified in the agreement. When a dispute has been referred to arbitration, the government may prohibit any strike or lockout in connection with the dispute.

Laws relating to Strikes, Lockouts, Lay off and Retrenchment

Under section 10(3) of the I.D. Act, the appropriate government has been authorised to probabilit by order the continuance of any strike or lockout in connection with a dispute that has been referred to adjudication.

Section 23 of the act lays down instructions in regard to a general prohibition of strikes and lockouts.

Section 24 lays down the types of strikes and lockouts that would be illegal if it is continued in contravention of Section 10(3) However a strike or a lockout that existed in respect of a dispute before such a dispute was referred to a Board or a Tribunal

and which has not been prohibited under section 10(3) as well as a strike that is consequent upon a lockout and vice versa will not be illegal.

Section 25 (A to E) of the act deals with detailed implementation of lay off. Whenever a workman who is covered by the provisions mentioned in the act is laid off, he shall be entitled to lay off compensation. Such compensation is payable for 45 days during any period of 12 months at the rate of 1/2 of basic wages plus full dearness allowance.

According to the laws relating to retrenchment no workman who has put in one years continuous service with the employer will be retrenched by the same employer without giving him one months notice in writing and indicating reasons for retrenhment or with out having paid him one months pay in lieu of notice. A retrenched workmen will also be paid at the rate of fifteen days average pay for every completed year of service.

The I.D. Act of 1947 has no doubt made a great impact on the industrial disputes regulation in the country. The act provides a comprehensive machinery and a detailed procedure for the settlement of disputes. Under the act, stress has been laid on conciliation, and adjudication is to be used only if the dispute could not be settled at the conciliation level. The act has made an attempt to define legal and illegal strikes. The act has also made on attempt to minimize litigation by laying down provisions for cases of lay off. retrenchment and change in service conditions.

PROPOSED CHANGES-

The proposed amendments to the present Act, include the change of name of the act as "Industrial Relations Act" viz. An act to regulate the relations between workmen and employers in industry and to establish Industrial Relation commissions to provide for the adjudication and trial of industrial and labour dispute under Article 323 B of the constitution so as to promote and maintain industrial harmony and for matter connected therewith or incidental to.

The proposed I.R. Bill provides for reference by a workman in respect of individual dispute directly to a Labour court for adjudication and for setting up of bargaining councils consisting of trade unions in proportion to their memberships which are to be registered and which will be entited to raise disputes and enter into settelments.

The proposed I.R. Bill envisages setting up of three sets of bargaining councils one at the level of an establishment. To be set up by the concerned employer, second for a class of industries in a local area by the state or central government, as the case may be, and third, national bargaining councils by the central government in consultation with the state governments concerned.

MACHINERY FOR SETTELEMENT OF INDUSTRIAL DISPUTES.

INTRODUCTION:

Broadly speaking, rules or procedures dealing with industrial disputes in our country have mainly evolved two types of machinery-

- (i) Machinery for direct settelement of industrial disputes.
- (ii) Machinery for third party settelements.

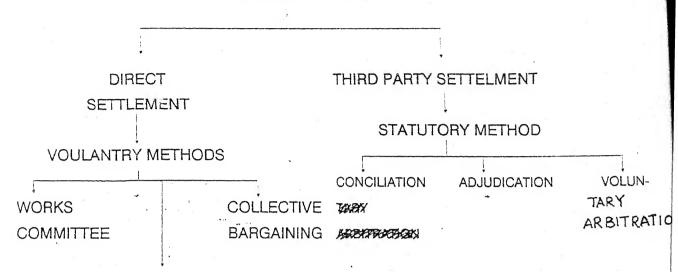
While the former comprises both statutory and voluntary measures eg. Works Committee, Grievance Procedure, Collective Bargaining etc., the latter consists of purely statutory measures like Conciliation, Adjudication and Voluntary-Arbitration. Both the methods are followed in settling industrial disputes. The Bombay Industrial Relations Act, 1946 and the industrial Disputes Act 1947, have provided three important methods of settlement of industrial Disputes, namely, Conciliation, Adjudication and Arbitration.

DIRECT SETTELEMENT METHODS.

1. Works Committee: Under section 3(1) of the I.D. Act. of 1947, a provision has been made for the establishment of works committee consisting of representatives of employers and workers. By this act, power is given to the state governments to constitute works committee in every industrial establishment employing 100 workers or more, in order to promote measures for securing and preserving amity and good relations between employers and workers. The representatives of the employers shall be nominated by the management and of the workers by the registered trade unions affiliated to the recognized workers organizations.

Works committees provides the consultative machinery at the level of undertaking for mutual settelement of differences. The small grievances are nipped in the bud, before they assume any serious magnitude, through the works committee. The works committee is an internal part of an industry and thus understands its problems better, they start with a better appreciation of the basic facts than any external authority can acquire. With the help of the works committee, the disputants themselves reach a settelement, it can be consistered by the parties as the best possible bargain, which would give them, maximum satisfaction. Further the settelement is also stable, as both the parties do not want to break the mutually-arrived-at-solution.

FIGURE - D Machinery for settelment of industrial disputes



GRIEVANCE REDRESSAL PROCEDURE

2. Grievance Redressal Procedure- "Grievance implies dissatisfaction or distress or suffering or grief caused unnecessarily or illegaly. In labour-management relations it is a complaint or representation made in writing as regard to a company related matter arising from employment or service conditions, or from conditions involving unfair treatment by the employers or from violation of any agreement or standing instructions."

"The term grievance is used to disignate claims by workers of a trade union concerning the workers individual or collective rights under an applicable collective agreement individual contract of employment, law, regulation, works rule, custom or usage. Such claims involve questions relating to the interpretation or application of the rules concerned.⁵

Prompt redressal of grievances is a must for creating good labour-management relations and promoting effeciency at the plant level. Grievances must not be allowed to accumilate because grievances breed grievances. Piling up of grievances may create a sense of frustration, disloyalty and non cooperation among workers who may lose interest in work and thus may affect the quality and quantity of output. This may also lead to indiscipline, taking the form of increased absenteeism, go slow, work to rule, demonstrations, gherao, violence and strikes.

In India the government has been making a plea for grievance machinery at the plant level ever since 1956-58. The National Commission of Labour, set up by the government as a tripartite body in 1969 also spelt out the nature of grievance and a model grievance procedure, but it is only a recommendation and not a statute.

The Principal object of any grievance system is to encourage human problems to be brought to the surface. Management can learn about them and may try a corrective action.

The workers should be provided with appropriate procedure through which their grievances can be submitted and setteled.

^{4.} K.K.Ahuja "Industrial Relations, Theory and Practice." Kalyani Publishers. Delhi 1988. Pg. 268.

^{5.} C.B. Mamoria-S. Mamoria "Dynamics of Industrial Relations in India" Himalaya Publishing House. 1985 Pg. 416.

In large undertakings, a common type of grievance procedure involves successive steps at different levels of a workers grievance being first discussed with the immediate supervisor and then, if no solution is found, with higher levels of management. A settlment reached jointly by the worker and management representatives at any level is generally regarded as final and binding on the parties. A grievance is also deemed to be settled if an appeal is not lodged at the next highest level within a given time.

The model grievance procedure has a three tier system for settelment of grievances.

Under the procedure, an aggrieved employee would first present his grievance verbally to a disignated officer who would give a reply within 48 hours. In case the worker is dissatisfied with the decision or fails to get an answer within the stipulated time, he would personally or accompanied by his departmental representative present his grievance to the head of the department. If the Head of the Department fails to give a decision within 3 days or if the decision is unsatisfactory, the aggrieved workers can seek releif through the grievance committee, consisting of nominees of management and workers. This committee would communicate its recommendations to the manager within 7 days of the grievance reaching it if recommendations are not made within this period the reasons thereof would be recorded, and if the unanimous decision is not possible the relevant papers would be placed before the manager for decision. The manager is expected to communicate his decision within 3 days. The worker would have a right of appeal to higher authorities for revision of the managers decision. All such appeals have to be decided within 7 days of the worker's petition. The worker, if he so desires could take a union official with him for discussion with the appealate authority. In case of failure to settle the grievance, even at this stage the union and the management may refer it to voluntary arbitration within a week of receipt of the managements final decision.

Most labour and management people agree that a grievance procedure should begin with the foremen and supervisor. He is the person in direct contact with workers and in many cases it is his action which caused the grievance.

In a study undertaken by S.Chandra in 1968. (Grievance Prodedure: A Survey of Practices in India) the following causes have been given of employee grievances.

- 1. Promotions.
- 2. Amneties.
- 3. Continuity of service
- 4. Compensation.
- 5. Disciplinery action
- 6. Fines.
- 7. Increments.
- 8. Leave.
- 9. Medical benefits.
- 10. Nature of the job.
- 11. Payment of wages.
- 12. Acting promotion.
- 13. Recovery of dues.
- 14. Safety appliances.
- 15. Superannuation.
- 16. Supersession.
- 17. Transfer.
- 18. Victimisation.
- 19. Condition of work.

Apart from the above the following also lead to employee grievances.

- 1. Complaints against a certain foreman / supervisor.
- 2. Complaints regarding the general methods of supervision.
- 3. Loose calculation and interpretation of seniority rules and unsatisfactory interpretatin of agreements.
- 4. Violation of contracts regarding collective bargaining.
- 5. Improper job assignment.

Sometimes the management has grievances against its employees. Some of which may relate to militant behaviour of workers, indiscipline among workers, go slow

tactics adopted by workers, nonfulfillment of terms of a contract between the management and the workers, or irresponsible charges made against the management by trade union leaders in the form of statements to the press or leaflets or public speeches.

- 3. **Collective Bargaining** The ILO, Workers Manual defines Collective Bargaining as"Negotiatin about working conditions and terms of employment between an employer, a group of employers, or one or more employers organizations, on the one hand and one or more representative workers organizations on the other, with a view to reaching agreement.⁶
- In other words, collective bargaining is the technique that has been adopted by unions and management for compromising their conflicting interests. Collective bargaining plays a significant role, in improving the labour management relations and ensuring industrial harmony. It is a technique adopted by the organizations of workers and employers collectively to resolve their existing or future differences with or without the existence of a third party. It's ultimate aim is to reach some settlement acceptable to both the parties involved in labour management relations, although each of them may try to impose its own terms upon the other through pressure tactics and negotiations.

The salient features of collective bargaining are-

- (i) It is a group process.
- (ii) It consists of a number of steps.
- (iii) Negotiations form an important aspect of the process of Collective Bargaining.
- (iv) It is a bipartite process.
- (v) It is dynamic and not static.

The Necessity of Collective Bargaining is most deeply felt when serious problems have to be solved at the level of an undertaking or of an industry. To solve these problems, managements and workers organizations have to get together. Labour legislation and enforcement machinery can only provide the setting in which an industry

⁶ International Labour office. Collective Bargaining: A workers Education manual Geneva 9th impression. 1973. Pg. 3.

may function; the solution of common problems can only come from the parties which are directly concerned with them.

From the trade unions point of view, collective bargaining agreements make sure that managements do not take any unilateral action. Through collective bargaining, unions attempt to secure a wide variety of economic and non economic goals. The economic goals centre around workers satisfaction with his job, and the protection of the union as a growing institution. On the other hand, management's collective bargaining goals are the control of the enterprise maintaining its ability to manage with a high degree of flexibility; and effeciency of operation.

Collective Bargaining was introduced in India, for the first time in 1952 and it slowly acquired importance and significance in the following years.

The process of Collective Bargaining is as follows-

- 1. Negotiations Stage.- At this stage, certain proposals are put forward which explore the possibilities of their acceptance and pave the way to mutually agreed terms after careful deliberation and consideration.
- (i) Preparation of Negotiation.
- (ii) Negotiatin Technique or Procedure.
- (iii) Follow up Action.
- 2. Contract Administration When the stage of negotiatin has been completed, it is time to sign the contract, the terms of which must be sincerely observed by both the parties. Once an agreement is signed, both the trade union and the management are required to honour it in letter and spirit. Union officers and company executives should explain the terms and implications of the contract to employees and supervisors with a view to ensuring that the day to day working relationship between workers and management is guided by that contract.

THIRD PARTY SETTELEMENT METHODS -

1. **Conciliation** - Conciliation may be described as," The practice by which the services of a neutral third party are used in a dispute as a means of helping the disputing parties to reduce the extent of their differences and arrive at an amicable settelement or agreed solution. It is a process of national and orderly discussion of differences between the parties to a dispute under the guidance of a conciliator.⁷

Conciliation works as a process of peace making in industrial relations and it aims to bring about speedy settlement of disputes without resort to strikes or lockouts and to hasten the termination of work stoppages when these have occured. Conciliation works towards bringing about a mutually acceptable solution between both the disputing parties.

The conciliation machinery is provided in the Bombay Industrial Relations Act, 1946, and the Indistrial Disputes Act 1947, under these acts Conciliation Officers are appointed by the appropriate government.

The conciliation officer is required to tone down the aspirations of labour and tone up the bid of employers for a possible compromise. Briefly speaking, a conciliatin officer is essentially a psychologist and the conciliation process is psychiatric (theraphy) applied on individuals having uncommon interests. ⁸

There are allegations and counter allegations between the two conflicting parties which show complete absence of trust, goodwill, and cooperation between them. This is the basic delimma in which a conciliation officer is placed, while attempting a compromise in an indistrial dispute.

The conciliation officer is empowered with the right to call forth any document which he has ground for considering to be relevant for Industrial Disputes and to enter the premises occupied by any establishment to which the Industrial Dispute relates.

The technique chosen by a conciliation officer is of fact finding from both the parties to an industrial dispute, for this he also has powers of issuing of summons, enforcing the attendence of witnesses, examining the person on oath etc. As our late labour minister Shri G.D. Bajpai used to say, nobody can stop the workers from

⁷ I.L.O." Concilition in Industrial Disputes. A practial guide. "First Indian Edition 1980. Pg.4.

⁸ Conciliation: Technique, Procedure and constraints, - J.S.P. Pandey. Addl. Labour Commissioner, Labour Bulletin Volume No. XLIX No 1-2, Jan-Feb 1989 Labour Department. U.P.

demanding the Throne of England, which means that the aspirations of the workers may be very high. Therefore Fact Finding is a necessary ingredient of conciliation proceedings. Therefore every fact is required to be placed at the conciliation stage it self. ⁹

After the facts have been explored, the conciliation officer is required to make suggestions as to a possible compromise. If the conciliation officer is able to bring about a compromise it is drafted immediately. It is usually better that the top management it self takes part in a conciliation proceeding when a compromise is required to be reached.

If no settelement is reached then it is the duty of the conciliation officer to make a failure report to the state government, setting forth the steps taken by him, and the probable reasons for failure to the appropriate government. The report will accompany a full statement of facts and circumstances of the dispute. He also sends a confidential report, stating whether the dispute merits a reference to a labour Court or a Tribunal. Such matters which involved a denial of created rights are reffered to labour courts and those which deal with new rights are referred to an Industrial Tribunal. And if the number of workman is more than 100, such cases are necessarily referred to an Industrial Tribunal.

After the reference the Labour Court or Tribunal submits its awards to the state Government. These awards are not appelable.

Sometimes when a conciliation officer, fails to bring about a compromise, a Board of conciliation is set up and the case is referred to the Board. The Board consists of a Chairman who is neutral and two or four other members who are appointed in equal numbers to represent the party in dispute, and are appointed on the recommendation of the party only. The Board is not a permanent body, and is constituted as and when required. A dispute may also be referred to a Board when the disputing parties apply for it, whether jointly or seperately and the Government is satisfied that the persons

applying represent the majority of each party. The duties of the Board of conciliation are almost the same as that of the conciliation officer.

The Board is required to submit its report to the Government within two months from the date the dispute is referred. If the Board fails in a Conciliation, the government may refer the dispute to the tribunal for adjudication.

2. Arbitration - Arbitration is a means of securing an award on a conflict issue by reference to a third party. It is a process in which a dispute is submitted to an impartial outsider who makes a decision which is usually binding on both parties. The main objective of arbitration is adjudication, and hence there is no place for compromise in awards though the parties are at a liberty to do so. ¹⁰

Arbitration is different from conciliation because the decision of arbitration is binding on the parties, where as such is not the case in conciliation, also the approach and the spirit is different in arbitration as compared to conciliation.

Arbitration may be voluntary or compulsory under voluntary arbitration, the parties to the dispute can and do themselves refer voluntarily any dispute to arbitration before it is referred for adjudication whereas under compulsory arbitration, the parties are required to arbitrate without any willingness on their part. When one of the parties to an industrial dispute feels dissatisfied or aggrieved by an act of the other party, it may apply to the appropriate Government to refer the dispute to an adjuducation machinery. Such a reference is known as compulsory or involuntary. Compulsory arbitration leaves no scope for strikes or lockouts, and thus deprives both the parties of their very important and fundamental rights.

Once a dispute has been referred to an arbitrator, he first hears both the parties, and as a result manages to get all the relvant facts from both the parties. Investigation of facts and circumstances of the dispute is of great importance Investigation should try to find out, who and what are involved in a dispute. The arbitrator may call witnesses,

¹⁰ C.B.Momoria-S. Mamoria "Dynamics of industrial Relations in India". Himalaya Publishing House. Delhi 1987 Pg. 592

get evidences, and relevant records and documents, the various agreements and decisions on similar disputes in the past, other court decisions, statutes etc. After all facts are collected and compiled, arguments take place. During arguments the principle of fair hearing is followed, i.e. both the parties are given equal opportunities to state their arguments. Both parties should also be aware of when the proceeding would take place, and what would be the issues involved. Both parties should also be free to give evidences in their favour. The arbitrator has to be completely impartial without any bias or prejudice against anybody.

After investigating the dispute, the arbitrator has to submit his award to the Government this award would have the same legal force as the judgement of a Labour Court or Tribunal.

In India, to make the arbitration more acceptable to the parties and to coordinate efforts for its promotion the Government appointed the National Arbitration Promotion Board in July 1967.

3. Adjudication - A substantive part of the unresolved disputes are referred for adjudication to Labour Courts, Tribunals and National Tribunals. Adjudication involves intervention in the dispute by a third party appointed by the government for the purpose of deciding the nature of final settelment. Adjudication is resorted to when conciliation and arbitration have failed.

When both the disputing parties agree to refer the dispute to adjudication, it is called "Volunntary Adjudication." And when the government, without the consent of both or either of the parties refers it for adjudication, it is known as compulsory adjudication. The I.D. Act of 1947 provided a three tiet system of adjudication -

- 1. Labour court *
- 2. Industrial Tribunals.*
- 3. National Tribunals.*

^{* -} Have been explained in chapter IV a of the present work.

IMPLEMENTATION OF SCHEMES OF WORKER'S PARTICIPATION IN MANAGEMENT IN PUBLIC ENTERPRISES.

Cooperation, not conflict has contributed to the growth of society . And democracy not authoritarianism, has been the cherished mode of governance. The idea and practice of industrial democracy is based upon these postulates and worker's participation in management is an essential step in the direction of industrial democracy. ¹¹

In a non capitalistic pattern of development, public enterprises have a crucial role to play in fostering the process of development. The essential tasks of capital accumulation and productive investment in under developed countries striving to develop on socialistic lines have to be indertaken by public enterprises. The growth of public enterprises symbolises the socialistic pattern of development and participative management is just the extension of democratic decision making process to the industrial sector.

Participation is a social psychological concept which essentially indicates equalization of power and authority. It denotes not only a more broad minded usage of power, but also sharing of power.

The purpose of worker's participation in management is to arouse among the workers a sense of identity belongingness and participation with a view to promoting industrial harmony and maximizing production. The concept of participation means share in decision making power by rank and file of an industrial organization, through proper representatives at all levels of management in the entire range of managed action. ¹²

The public sector in India are extremely essential for the country's growth, they are our national wealth, and for proper functioning of the Public Sector Units, it is also



^{11.}W.P.M. in NTPC - Santosh Kumar. "Indian Journal of Public Enterprises Allahabad, June 1990 Vol.5, No.8, Pg.82.

¹² V.G. Mehtas, "Labour Participation in Management." 1966 Pg.22.

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essential that the workers should be made to realize that they are equal partners in these national undertakings. The First Five Year Plan stated, "A worker in the public sector stands on a different footing from a worker in a private undertaking. He has a dual role of master and servant; master, as a citizen of the country and servant as a worker of under taking. He must be made to feel that the responsibility for the success or failure is as much his, as that of the management and that the undertaking belongs to the country as a whole including himself. He should take pride in his contribution to the success of the undertaking. ¹³

The Government has been of the opinion that for guaranteeing industrial peace and harmony and for increasing production and productivity it is very necessary to get willing and active cooperation from the workers in the day to day activities of the undertaking and to create a climate which would enable the workers to feel that they are not mere wage earners but partners in the enterprise. This is possible to some extent by the implementation of the WPM programme, whose main objective may be summarized as:-

"To involve the subordinate in the decision making process at various organizational levels.

HISTORY & GENESIS

The concept of workers participation in management had its origin in India in the year 1920, when Mahatma Gandhi set forth the idea of worker's involvement in management on the basis of the fact that worker's supplied the labour and brains while the shareholders contributed money to the enterprise and that both should therefore share in its success. He said that there should be a perfect relationship of friendship and cooperation among the workers and the management.

The Royal Commission on Labour (1929-31) suggested the formation of works committees which could play a useful role in the Indian Industrial System. It also

^{13.} Government of India "Planning Commission, First Five Year Plan'. (Manager of Publications.) Delhi 1961. Pg. 254.

suggested setting up of a joint machinery to deal with the more general questions and to act as an advisory appellate body in respect of disputes which were confined to a single establishment. The recommendations of the commissions led to the provision of formal statutory machinery under the Bombay Industrial Relations Act, 1946 and the Industrial Disputes Act 1947. The I.D.Act states that all industrial establishments employing 100 or more workers are required to constitute a works committee in the prescribed menner.

The Industrial Policy Resolution of 1948 in free India expressed its intention to associate labour in all matters concerning industrial production. The Industrial Policy of 1956 also emphasized the need for Worker's Participation in Management.

In 1956, Mr. Gulzari Lal Nanda and Late Mr. Kaandubai Desai made a visit to the People's Republic of China and Yugoslavia, and WPM was formally introduced in the public sectors in India. Mr. Gulzari Lal Nanda, our then cabinet minister at the centre, in charge of labour, initiated the scheme of WPM, as a limited experiment in a few Public Sector Undertakings and in one small private company. Under this scheme Labour representatives were nominated by the unions at the "joint council of management", as it was then known, and not on the boards of the companies. The scheme started with great propoganda and good purpose but proved to be a failure almost from the very start since nobody knew clearly the tasks, responsibilities and jurisdiction of the council. Managers could not adapt themselves to the changed democratic ways of managing and administering industry in cooperation with worker. ¹⁴

A new scheme of shops and plant councils was introduced under the twenty Point Economic Programme, and in 1976 the constitution was amended to incorparate Worker's Participation in Management as one of the directive principles of State Policy. ¹⁵ The U.P. Government, based on the resolution about Worker's Participation in Management passed by the Government of India in 1975, started a detailed scheme in 1980, with provision for secret voting to elect the representatives of labourers on various. participative fora. This scheme was implemented in public sector undertakings employ-

¹⁴ S.M.Patil. "Labour Participation in Management: India and the World Scene." The Economic Times 15. Anshuman Khare, "Workers Participation in Mgmt.- Indian Experience." - Indian Journal of Public Enterprises. Allahabad. Vol.5, No.8, June 1990 Pg.71.

ing more than 200 workers, with at least three years production experience. Later on this scheme was also implemented in Sugar Mills, following a tripartite decision. 16

THE RECENT PAST

In 1983, the Government of India amended the earlier scheme by adding more areas of participation and at the same time limiting it to manufacturing units of Central Public Sector employing 500 or more workers. The present scheme of Worker's Participation provides for a three tier Worker's Participation, shop councils at shop levels, joint management councils at plant levels, and participation at board levels in certain selected public sector undertakings. The present scheme is voluntary and flexible, each unit has been given discretion to modify the scheme in the light of its special situation.

According to information available in 1988-89, about 100 Public Sector Undertakings had implemented the scheme of Worker's Participation in Management at either shop floor or/and plant levels. Another 33 Public Sector Enterprises had implemented their own scheme or a variant of the scheme notified by the government. About 64 public sector undertakings have not been able to implement the scheme so far. Majority of the large enterprises employing large number of persons and with larger investments, like SAIL, BHEL, IOL, HMT, CCI etc. have implemented the scheme. No enterprise has implemented the scheme at the Board Level. ¹⁷

As in May 1990, 109 central Public Sector enterprises had constituted the participatory councils at shop floor and plant levels, WPM at the board level is not very ecnouraging, considering the efforts made by the government at the centre.

It seems, over four decades of Indian experience with WPM contributed to a situation where the Central Government is strongly in favour of a legislation to implement WPM in industrial organizations.

^{16.} Vishnu Swarup. "Worker's Participation in Mgmt.- New Horizons." Labour Bulletin, Labour Department. U.P. Vol. :- (Fifty) No.5 May 1990

^{17.} Annual Report Vol.I, Ministry of Labour 1988-89.

When the national Front Government lead by Mr. V.P.Singh came into power in 1989, Worker's Participation in Management scheme came up as an important priority item for improving industrial relations. Keeping in pace with the Central Government policies the Government of U.P. issued a detailed G.O. in November 1989, spelling out the manner in which the scheme of W.P.M. had to be implemented in all the public sector units of the state.

Having decided to review the scheme of WPM to make it more effective, the government organized a National Seminar on Labour Participation in Management at New Delhi on the 8th and 9th January 1990, so as to have a wider debate on the subject. The seminar was attended by representatives of Trade Unions, employers, eminent academicians, experts in the field from India and abroad. But with the downfall of the National Front Govt., the new government led by Mr. Chandrashekar did not give as much importance to WPM as the previous government, because there were more important problems facing the government, and anyway the government did not last long and soon gave way to the Congress I party to rule the country.

PRESENT SCENARIO (BILL ON W.P.M.)

The Indian Labour Conference (ILC) at its 29th session held in late April 1990 decided that there should be a legislation to provide for WPM at all levels, including at the Board level. After the ILC meeting a bipartite committee was appointed under the chairmenship of Mr. G.Ramanujam to review all issues pertaining to industrial relations. But before the committee could sit, the minister of labour came up with the participation bill.

Most of the employers are against the Bill and many trade unions also were not in favour of the Bill. It was the National Front Government only which was keen to rush through the Bill, in the belief that it will improve industrial relations.

The Bill provides for employee representation in shop and establishment councils and the board of directors. The participative rights have been extended for the first time to officers and managers also. The workers have been given 13% representation at the Board of Directors and the officers, 12%.

The bill has laid down in two schedules, the subjects to be taken up for discussion in shop and establishment councils. The shop councils are expected to discuss

- Production schedules
- Material economy
- Cost reduction.
- Quality improvement.
- Welfare measures.

The Establishment councils can in addition to these very issues discuss-

- Balance sheet .
- Plant performance
- Labour and management costs
- Environmental concerns.
- Personnal matters.

It has been stated that all employee representative shall exercise all the powers and discharge all the functions of a board member and shall be entitled to vote.

Regarding the method of choosing workers representatives for participative bodies, it says that where all unions together control less than 50% of the work force the representatives have to be directly elected by the entire workforce and where at least 50% of the workers are union members, the Trade Union's have the right to nominate their representative with regard to officers however, direct election is the only method provided.

The scheme provided unambiguously for elections by secret ballot to ascertain trade union membership.

The new WPM Bill has several positive aspects. Namely,-

- 1. It is based on some of the highest values in social existence like equality, justice etc.
- 2. The Bill provides for multilevel participation of workers in management.

- 3. While providing for representation of workers on the boards of management, care has been taken to provide for representation to supervisory, managerial and administrative personnel also on such bodies as a seperate interest group.
- 4. The worker's representatives in the boards of management would enjoy the same status as other members of the board.
- 5. The bill takes care of both unionised and non unionised situations while determining workers representatives for various participative forums.
- 6. The bill prohibits the involvement of outsiders in either representing workman in different participating agencies or in election of workman's representatives on such bodies.
- 7. The bill makes no distinction between private and public sectors.

Some of the drawbacks of the above stated bill are-

- 1. The bill is yet another reimposition of the concept of WPM without properly understanding it and without planning a conducive atmosphere for it.
- 2. In a country like India, the physiological, security and social needs of the workers are not yet fulfilled, therefore, trying to fulfill the self recognition need is not going to have any beneficial effect, because it is necessary that the lower level needs are fulfilled before higher level needs are fulfilled.
- 3. The Indian worker has neither the necessary competence nor the orientation to effectively participate in management.

The Indian Public Sector needs involvement of workers in improving the productivity of the organizations. Therefore WPM must be implemented, specially so in Public Sectors, for better productivity. However to effectively implement WPM is rather difficult, because all previous attempts in this direction have been very discouraging. In India, practically there is no organization where it is being practiced effectively or it has improved productivity.

Some of the reasons why WPM has failed in Indian Industry are :-

1. In Indian industry, specially the public sector there is a concentration of power in a few hands, as a result WPM loses its authenticity.

- In most of the public sectors in India, there is no set grievance handling system. As
 a result the workers end up using various WPM forums as an outlet for their various
 grievances and as such the forums are diverted from the basic cause for which they
 were set up.
- 3. In most industries where WPM is existing the areas of participation are of such low value and importance that the workers are not interested in them and so WPM is existing just for name sake.
- 4. The existing atmosphere in most Indian Industries is such that it does not encourage WPM. The workers take up either an offensive attitude or a defensive attitude. There is no middle path. And this is one of the greatest barriers in the implementation of the WPM scheme.
- 5. There is a lack of knowledge about the proper implementation of the WPM scheme. Both the managers and the workers are not completely sure as to how the meetings should be conducted and how the data revealed in these meetings be properly utilized to find alternative solutions.

The opinion of top managers of Indian public sector enterprises is that Workers Participation in Management may only be implemented through legislation, because the atmosphere in Indian Industry is not suitable for voluntary implementation of WPM. A conducive climate has to be developed and the attitude of workers and managers should be modified towards WPM. The very purpose of WPM is to involve every worker on the beleif that he has capability to contribute and also he has right to suggest in the area and field where he is working. Such a beleif in the workers is necessary to inculcate a sense of belongingness and loyalty towards ones organizations.

For the proper and effective implementation of the scheme of Worker's Participation in Management in the Indian Public Sector, the following prerogatives are essential:

1. The top management should take active part in the scheme. They should be suitably trained for participating in the scheme.

- 2. All the people in the organization should be made aware of the purpose of WPM. They must be suitably trained in various aspects of WPM, like objectives, levels, process, decision making, conference, leadership etc.
- 3. There should be decentralization of power and authority.
- 4. The attitude of managers and workers should be suitably modified through extensive sensivity training to create team spirit, tolerance, collaborative qualities, non defensive climate etc. They should also be trained to create awareness towards their responsibilities to the public sector enterprise they are working in.
- 5. An open trustworthy, non defensive motivational climate should be developed.
- 6. An effecient and effective grievance handling procedure should be set.
- 7. Union interferences should be avoided.
- 8. The area of WPM should be limited to "Interest Related Matters" only.
- 9. There should be 100% workers involvement.
- 10. All organizational policies, future business plans, strategies and vital issues must be first cleared by each and every WPM council and only then be announced.
- 11. The organizations performance, its balance sheet etc., must be shared with the workers.
- 12. Real power and responsibility must be given at every level.
- 13.Incentives should be built in, in the form of recognition, and monetary awards for outstanding performance.
- 14.An attitude of respect for the individual should be developed. Workers should be considered partners in the enterprise and not mere wage earners.
- 15. Communication should be made in the language of the workers.

In a country like India, where there is such a diversified climate for industrial relations, mere legislative compulsion for WPM would not be enough. Along with legislative enactments, voluntary participation is also very necessary. Voluntary participation is necessary to help in formulating realestic and workable participative schemes. Indian models should be drawn up after drawing upon the indegeneous experience in this regard.

No fruitful participation can be achieved so long as there is a psychological barrier between the management and labour. It is very essential that ways are found to create

conditions which will generate better understanding and harness willing action of the workers to ensure steady progress of the business which will benefit everbody working in an organisation.

WORKER'S PARTICIPATION IN OWNERSHIP IN PUBLIC ENTERPRISES.

The concept of workers participation in ownership is relatively new for the Indian Industy.

The logic of workers participation in equity is quite simple. It is when a person "owns" something that he will have an attachement for it. A person can not take a detached view of work or property if he owns it, or is one of the owners.

In the union budget proposals of the National Front Government in 1990, the finance minister had said that the health of the public enterprises depends crucially on the committment of its employees and their full participation in management. It was suggested that one way of securing this is to give workers a share in ownership either through stock option schemes or sale of shares oto workers or to trusts owned by the workers.

Certain benefits which are expected from sharing in equity capital are-

- 1. Building of team spirit.
- 2. Better involvement in the job.
- 3. Greater sense of responsibility.
- 4. Reduced labour turnover.
- 5. Increased loyalty to the organization.

But along with these benefits the scheme can be criticized on the following grounds:-

- 1. In certain cases the scheme many not be properly administered.
- 2. Labour leaders feel that it would weaken the bargaining strength of the unions.
- 3. Workers as owners of a small portion of share capital would not be able to influence company policies, programmes and administration of funds and profit.
- 4. The workers who already have a meagre income when asked to purchase shares from this income are hardly likely to cooperate, since they are more intersted in keeping the money with them, than buying shares out of it.
- 5. Scheme of workers ownership in equity is not socialism of capital, but capitalism of

workers.

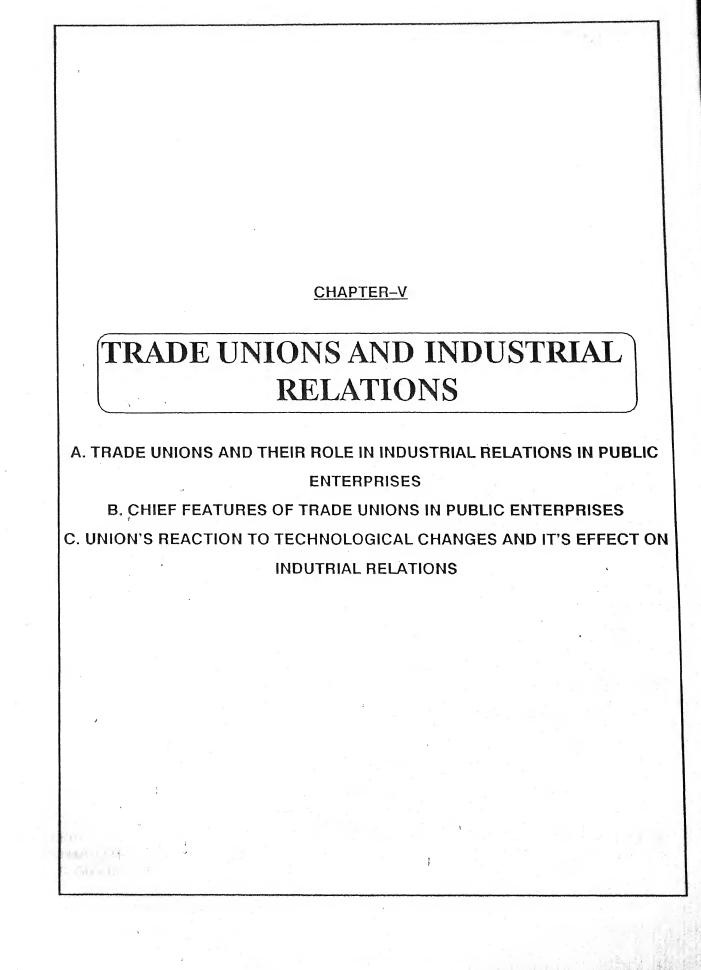
In India, public sector have a dominant presence in almost all areas of business and economy including manufacturing, trading, services, banking and finance. The overall performance, productivity and success of the economy therefore depend to a large extent on the health of the public sector units.

In proposing a viable means to give workers a share in public enterprises, several issues have to be considered:-

- 1. There are various loss making public sectors and offering shares of such companies would become counterproductive.
- 2. Some public sector units may constantly have to bargain with the employees about the price of the shares at the time of purchase as well as sale, and this may waste a lot of time during labour-management meetings.

When the scheme of equity participation was shared with the trade unions, it was found that trade unions were absolutely certain that they did not want any kind of equity participation by workers. They believe that this would lead to dilution of the public ownership of public sector and bring about privatisation by the back door, since the shares held by workers could be treaded in market place. The unions ignord the fact that the shares owned by workers would not be saleable in the market.

The general opinion has been that the unions want the power of being on the board without paying a price. They were asking for the benefit of participation without underwriting the loss if the enterprise should fall on bad days.



TRADE UNIONS AND THEIR ROLE IN INDUSTRIAL RELATIONS IN PUBLIC ENTERPRISES.

India has the largest number of trade unions for a single country. Trade unions are the natural outcome of factory system, and as Professor Myron Wiener had observed long ago that India's trade union movement is "one of the most maligned in the world.¹. This is because Indian Trade Unions are often blamed with the following weaknesses-

- 1. Multiplicity of unions.
- 2. Political involvement.
- 3. Inter union rivalries.
- 4. Intra union rivalries.
- 5. Militant behaviour.
- 6. Absence of a constructive approach. etc.

In the underdeveloped countries which have experienced some amount of organised economic activity in modern sense, labour movement in some form or other has already made its appearance. In others also where it is still in an embryonic stage signs of labour awakening are clearly visible which show that in not a far off future, these countries also will witness the emergence of trade unionism.²

Trade unions come into being for a variety of reasons. Individual workers realized that they had better bargaining power when they are in a group, rather than as an individual. This is because a groups contribution is much larger than an individuals, so are the effects of its withdrawal. Hence the workers saw the advantages of organising themselves into groups to improve their terms and conditions of employments.

Trade unions now a days have a very important role to play in maintaining the peace and harmony of the industries. "Trade union movement of today is not content

^{1.} Prof. Myron Wiener- "The Politics of Scarcity, Public Pressure and Political Response in India." Asia Publishing House 1963.

^{2.} S. Ghosh "Trade Unionism in under developed countries. (1960) Pg. 3-4.

with protecting and improving wages and conditions of labour: it concerns itself with all matters by which the workers are likely to be affected, whether as producers or consumers, whether as units of industrial manpower or as citizens.³

Trade unions have gradually evolved and now come to occupy an important place in the modern industrial order. From criminal and illegal associations they have now become legalized and recognized institutions; from institutions which were only very small bodies, they have now become gigantic associations; from institutions that were primarily interested in the advancement of the cause of their own membership, they have now become institutions which are interested in the social, cultural and political development of the country.⁴

The trade unions have come to occupy a highly strategic position in modern industrial society. The trade union movement is a force today that cannot be ignored.⁵

The Chambers Twentieth Century Dictionary defines a trade union as, "an organised association of workers of an industry for the protection of their common interest. 6

Webbs, English Economists and Sociologists have defined trade unions as "a continuous association of wage earners for the purpose of maintaining or improving the conditions of their working lives."

Sydney and Beatrice Webb define a trade union as "a continuous association of wage earners for the purpose of maintaining or improving the conditions of their working lives.⁷

Shri. S.D. Punekar has defined it as follows, "A union is a continuous association of persons in industry-whether employees or independent workers - formed primarily

^{3.} John Price, British Trade Unions." Pg34.

^{4.} A.S.Mathur, J.S.Mathur, "Trade Union Movement in India" 1957, Pg.3

^{5.} Dharm vir Agarwal, "Industrial Relations and Collective Bargaining, Deep Publications. Delhi. Pg.68.

^{6.} Chambers Twentieth Century Dictionary, Pg.1166. 1964. Allied Publishers Pvt. Ltd.

⁷ Sydney & Beatrice webb. History of Trade Unionism 1920 Pg.1.

for the purpose of the persuit of the interests of its members of the trade they represent."8

The Indian Trade Unions Act, 1926, says that. "A trade union is any combination whether temporary or permanent, formed primarily for the purpose of regulating the relations between workmen and workmen, between employers and employers, or for imposing restrictive conditions on the conduct of any trade or business, and include any federation of two or more trade unions."

Thus we can say that a trade union of workers is an organisation formed by workers to protect their interests, improve their working conditions etc. all trade unions have objectives or goals to achieve, which are contained in their constitution and each has its own strategy to reach those goals. Through their collective action the members of the trade union ask for more wages, less hours of work, reasonable amenties and human treatment.

The Indian trade union movement has been greatly influenced by the British labour movement. Most of the preindependence laws in India have a clear British impact on them. Even the National Commission on Labour (1966-69) in India, borrowed some important ideas from the Royal Commission on Trade Unions and Employers Association. (1965-68)

OBJECTIVES OF TRADE UNION

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The objectives of trade unions have been influenced variedly by different ideologies. The trade unions of today are concerned not only with the solution of economic problems of their members relating to conditions of employment, hours of work and wages etc, but their social and cultural development too, so that they may come up as good citizens enjoying a dignified position in the society. 9

⁸ S.D.Punekar, "Trade unionism in India." 1948. Pg. 23.

⁹ Dharam Vira Agarwal, "Industrial Relations and Collective Bargaining." Deep Publications. Delhi. Pg. 70.

BIRTH OF INDIAN TRADE UNION MOVEMENT.

Just after the first world war (1918-1920) the Indian trade union movement was born. The factors which favoured its birth and early beginnings include public expectations of a new social order, inter industrial and economic unrest because earnings did not keep pace with prices and profits ¹⁰. In its early stages, our trade union movement was influnced by communism. The AITUC established in Oct. 1920 owes its origin to the ILO. The Indian trade union movement received a set back during 1930-34. After 1934, trade union movement once again received a boost and it revived along with communism.

POST INDEPENDENCE PERIOD-

The main reasons for the growth of trade unions in the post independence period were :-

- 1. Establishment of political democracy, leading to industrial democracy.
- 2. Workers aspirations and expectations.
- 3. Government's labour policy and increase in the number of central organisations of workers, leading to multi unionism at the national level.
- 4. The trade union movement in India has become politically motivated, hence any change or a split in any political party leads to the same type and magnitude of split in the trade unions.

In 1929 there were 29 registered trade unions, with a membership of 1,06,000 in India. In 1935 the number of registered trade unions was 213 and the total membership was 2,84,900. Immediately after independence there was a sharp rise in the number of registered Trade unions. It was 2766 in 1947-1948, 8095 in 1955-56, 13,023 in 1964-65 and over 29,000 in 1975-76, In 1984-85 it was 42,609.

¹⁰ Punekar, Deodhar, Sankran, "Labour welfar, Trade Unionism Industrial Relations. Himalya Publishing House Delhi. 1990 Pg- 246

Since independence there have been various frag mentations in the Trade unions. The All India Trade Union Congress (AITUC) which was communist dominated was split up and an Indian National Congress sponsored federation of trade unions known as Indian National Trade Union Congress (INTUC) was formed.

In 1948, the socialist group broke away from the Congress Party and a new central trade union organisation called the "Hind Mazdoor Panchayat" was formed within a few months the India Federatin of labour, a small organisation formed during the Second World war was amalgamated with it to form the Hind Mazdoor Sabha (HMS) (1948). Then came the formation of the United Trade Union Congress (UTUC) which was formed by splinter groups from the HMS and AITUC. In 1955 came the Bhartiya Mazdoor Sangh (BMS) which was the trade union wing of Jana Sangha and a second Hind Mazdoor Panchayat - came into existence in 1965. With the splitting of the CPI i.e. Communist Party of India into CPI and CPI(M) the latter set up (1970) a new federation called the centre of Indian Trade Unions (CITU) Similarly the UTUC was split up into two federations. UTUC and UTUC (Lenin Sarani)

ADVANTAGES OF TRADE UNIONS.

Trade unions can inculcate a spirit of self reliance and self respect among the workers there by helping to build up national character. A trade union becomes an organised body and so the workers can negotiate with the employer on the basis of status and self respect. The trade unions are in a position to pressurise the management, and as a result ensure maintainance of healthy working conditions in the factory. Trade unions also help to maintain the wages at a uniform level in terms of the actual economic value.

DISADVANTAGES OF TRADE UNIONS.

All trade unions today are affiliated to one or the other political party, and due to these political leanings, the workers can be misguided for achieving the trade unionists political motives and objectives. At times trade unions force the employer to employ an unnecessary large number of employees, which results in increasing the costs of the

undertaking and lowers its profitability. Trade unions force workers to participate in strikes, which lowers the productivity of the organisation. Trade unions can by force make the management agree to many of their unreasonable demands, leading to an overall loss to the society.

Trade union movement has emerged as a result of growing consciousness among the members. Trade unions help to eliminate hardships, strengthen their bargaining power for higher wages, better working conditions and thereby help raise their living standards. These have been identified as the main motivating factor for workers joining unions.¹¹

The role of trade unions is perceived differently by different parties. While some view it in terms of cooperation with the management for increasing productivity, thereby contributing to economic development, others view trade unions as basically protest organisations designed to defend the workers against capitalistic explotiation. These divergent view points are reflected in the way different unions operate in India. 12

The Indian trade union movement is still quite weak and ineffective. The multiplicity of unions, and political affiliations, have perpetuated inter and intra union rivalry. This has affected the strength and security of the union and its leadership. The mushroom growth of unions has become at times the strength of the management.

The public sectors present a picture of multiplicity of trade unions. A majority of public sector units have two or more trade unions. These unions are granted recognition on the basis of verification of membership, as laid down under the Code of Discipline. A study of 240 public sector units by the Ministry of Labour Government of India, reveals significant information about trade union activity in the public sector. 13

About 34 units had more than 5 unions. Over 61 percent of the units have two or more trade unions, and the number of units having only one trade union is about one fifth of the total.

¹¹ K.N. Vaid, "Why Workers Join Union." Indian Journal of Industrial Relations. 1965 1 (2)

¹² Baldev R. Sharma. Review of Literature on Industrial Relations." (Second Survey) (1973-79) (Sponsored by ICSSR, XLRI, Jamshedpur 1981)

^{13.} Punekara, Deodhar, Sankaran, "Labour Welfare, Trade Union & Industrial Relations. Himalya Publishing House, Delhi 1990 Pg. 343-344

Number of Trade Unions	No. of Units
No Trade Union	41
One Trade Union	52
Two or more Trade Union	147
Total	240

In a public sector where the government is supposed to be a "model employer" and "pace setter" the unions have more expectations from their employers than can normally be fulfilled. The dual role of the government as the employer and the third party, often creates confusions and misunderstandings. Along with this there is a very high degree of political interference in labour management in public enterprises. Both the central and the state government along with the administrative machinery and the minister, parliament and the state legislatures and various agencies like State Labour Ministry, Central Labour Ministry, Bureau of Public Enterprises etc. all seem to be concerned with labour matters of public enterprises. Their concern naturally drags the public enterprises into labour troubles like strikes, lockouts, layoffs and sometimes even in the case of minor matters of even individual grievances. With such high degree of interventions, the management of public enterprises sometimes becomes helpless to take an independent stand in regard to many labour matters and there are many instances when the management of public enterprises are even totally isolated and labour directly negotiate with the concerned minister and the ministries by passing the local managements. 14

Often small incidents of labour-management conflicts are magnified by political interest and the matter is even discussed in parliament, which demoralises the management of the public sector, leading to indiscipline, disobedience etc. at the management by the labour.

The trade Union movement needs to undergo qualitative and structural changes, along with a responsive change on the management side. A participative spirit with involvement and commitment needs to be inculcated in the government, management and union.

¹⁴ S.M.Patil, "Experiences of Public Sector Top Executives." Centre for Monitoring Indian Economy. Bombay. 1981.

CHIEF FEATURES OF TRADE UNIONS IN PUBLIC ENTERPRISES.

Indian trade unions in the public enterprises have the following chief features :-

- 1. Multiplicity of unions.
- 2. Politicalisation of unions.
- 3. Dominance of Outside Leadership
- 4. Low Membership.
- 5. Low Finances.
- 6. Absence of Welfare Activities.

The trade unions in the private sector enterprises also have almost the same chief features. But politicalisation of unions is more prevalent in the public sectors, because the political leaders interfere greatly in the public sectors and to increase the amount in their vote banks they attract the unions, towards themselves. And Politicalisation of unions is the root cause for multiplicity of unions, inter union rivalry, low membership etc.

The chief features are discussed in detail as follows:-

1. MULTIPLICITY OF UNIONS -

The problem of multiplicity of unions in our industry is the result of the weakenss of our labour legislations, which allow seven members to form a trade union, and which provides for the existence of more than one union. The trade union disunity at the national level has led to the division of the movement at lower levels also. The various existing unions compete with each other for securing the allegience and support of the workers of identical industrial establishments. "This disunity mirrored in multiplicity of unions has indeed been the feature dominating the trade union scene in India.¹⁵

^{15.} N. Pattabhi Raman, "Political Involvement of India's Trade Unions," Pg. 125.

Multiplicity of trade unions has led to inter union rivalries and adversely affected industrial relations. Inter union rivalries destroy the chance of constructive labour management relations and result in lower productivity. These rivalries lead to disputes which do not arise out of unions desire to imporve terms and conditions of employment for their members but are motivated by superflous factors. Multiplitity of unions results in inter union rivalries and weakens the collective bargaining power of the workers.

Table no. XV shows the growth of the trade unions in the country and their membership. The Steel Industry in our country is especially plagued with the problem of multiplicity of trade unions. There are eleven trade unions functioning at the Bhilai Steel Plant; of which six are affiliated one each to INTUC, AITUC, HMS, BMS, CITU and UTUC, and five are independent unions and have no affilications. The Durgapur Steel Plant, has seven trade unions, of which one is independent and six are affiliated, one each to INTUC, CITU, AITUC, HMS, BMS, and UTUC. The Rourkela Steel Plant has nine trade unions, four of which are independent and the rest are affiliated one each to HMS, INTUC, UTUC, AITUC, BMS. (Industrial Relations in Public Enterprises, Ms. Reeta Mathur, Prateeksha Publications, 1986, Pg. 116, 121, and 127). The Bokaro Steel Plant had 32 registered unions and 27 unregistered unions in 1984. The Cochin Part has 17 unions. ¹⁶

The Bhopal unit of BHEL has 7 unions, the Hardwar unit 8 unions. The Jhansi unit has 5 trade unions. On the whole, there are more then 40 trade unions in the 9 units of Bharat Heavy Electricals Ltd.

In India, the existence of multiple unions in a single unit has become counter productive and destructive for industrial relations. In multi union situations, at the plant level, the problem of inter union rivalry frequently becomes a managerial problem. Unions often disagree on various issues like technological change, rationatisation, automation, or terms and conditions of employment and cause work stoppages. The differences among the unions are often due to rivalry among leaders, or to differences

^{16.} N.N. Chatterjee. "Industral Relations in India's Developing Economy: Allied Book Agency. Calcutta. 1984 Pg. 614.

TABLE XV

GROWTH OF TRADE UNIONS & MEMBERSHIP

* *										
ITEM	1978	1979	1980	1981	1982	1983+	1984+	1985+	1986 +	+ 1981
1. NUMBER OF	7		*						ĭ	
REGISTERED TRADE				3	1		*			
SNOINO		-						. (Ç	706
(a) EMPLOYER'S UNIONS	486	498	268	298		648	746	758	808	130
(b) WORKER'S UNIONS	31,721	33,023	35,939	35,614		38,287	41,863	43,309	43,095	40,210
TOTAL	32,207	33,521	36,507	36,209	38,313	38,935	42,607	45.069	45,904	47.014
INDEX(1961-62 = 100)	277	289	314	312		335	367	388	395	¢04
2. NUMBER SUBMITTING										
RETURNS				-			1	1	901	109
(a) EMPLOYER'S UNION	112	80	33	92	*	98	79	1 1 1 0	7.558	7419
(b) WORKER'S UNION	8,239	6,655	4,399	6.590		6,746	5,372	1,710	7.667	7528
TOTAL	8,351	6,735	4.432	6.682	5,044	6,844	6,451	C18')	200	
3. MEMBERSHIP OF UNION		0.0								
SUBMIRRING RETURNS									THE THOUSANT OF	
(1000).				5	1	. 0	č	18	-	24
(a) EMPLOYER'S UNION	19	21	- 1	20		2300	7 136	6.414	6,367	6.305
(b) WORKER'S UNION	6,022	4,661	3,716	5,377	000	5,033	2,150	6 433	6.379	6.329
TOTAL	6,041	4.683	3,727	5,397	2,333	702	201.00	823	832	841
4. AVERAGE MEMBERSHIP	723	969	841	808 	O S S C	135	200			
PER UNION										
	· ·									

+ = Incomplete

Source-- 1985 pocket book of labour statistics

1990 pocket book of labour statistics

recognized and unrecognised unions. The recognition of unions should be through a secret ballot, but this does not mean that all other unions (when there are more unions) are not given any right to put up their grievances to the management.

The only way, that the problem of inter union rivalries and recognition of unions can be solved is by following the principle of "one union in one industry". Because, mulitiplicity of unions is one of the root cause of unsound Industrial Relations prevailing in the public enterprises, and the sooner we move on to better grounds the better it would be for our industrial relations.

The problem of multiplicity of trade unions can be, to some extent stemmed by amending the Trade Unions Act 1926, so as to raise the number of workmen required to form a trade union, and a strict vigil should be kept on all the registered trade unions.

The time has arrived in the country when we must realise the dangers of multi-unionism. A strong movement is required to curb the mulitplication of trade unions . And the concept of one union for one industry, without any political bias should be implemented.

2.POLITICALISATION OF UNIONS -

Even to the most casual observer of the Indian Trade Union Scene, it must be clear that much of the behaviour of Indian unions, whether it be milltant or passive behaviour, can be explained in political terms.¹⁹

Dr. Pattabhi Raman, observes, "Trade Union multiplicity in India is directly traceable to the domination and control of the trade union movement by rival political parties.²⁰

^{19.} Harold Crouch. "Trade Unions and Politicism in India" 1966. Preface. Manaktalas.

^{20.} Pattabhi Raman, "Political Movement of Indian Trade Unions": A study of the anatomy of the political labour movement in India." 1967. Pg. 125.

It is now obvious that the trade unions which were formed to safeguard and promote the social and economic interest of workers have tended to become tools of party politics.

Politicalisation of trade unions is one of the biggest problems which the trade union movement in the country has to face. The unions are closely aligned with political parties and political leaders continue to dominate the unions. The decisions taken by the various trade unions are dominated by the respective political parties to which the unions are attached, and with changing political situations the decisions also change. And with every split in the political ideology there develops factional split in the same trade union, professing the same political ideology. The divisions and sub divisions, thus made have adversely affected the trade union movement. It has become fragmented and disjointed. Each section pulls itself in a different direction, with the result that instead of becoming a united and mighty torrential river the movement is sub devided into various rivulets.

The major trade unions in India are affiliated to the following political parties-

- 1. AITUC- Communist Party.
- 2. INTUC-Congress.
- 3. CITU- Communist Party (M)
- 4. HMS- Socialist Janata Party.
- 5. UTUC- Radical Janata Party.

As a result of politicalisation of trade unions, in the country, more and more disharmony has come about in the relationship between the various trade unions, and each minor and major shuffle in the political parties at the centre affects the various trade unions all over the country. As a result of interference by the various political parties, trade unions are no longer independent bodies, they've just become "tools of the political parties." The trade union leaders have become more concerned in pleasing the political leaders, than in hearing the grievances of the members of the unions. And as a result they are not paying enough attention to fulfilling the demands of the workers. The very purpose of the trade unions has been lost, as a result of politicisation of the

unions. It is up to the political parties in the country to understand that adminisatratin of overdose of politics to trade unions has proved to be counter productive.

The problem of political unionism can be solved if a sound trade union education is developed, which would create a body of competent, well disciplined, trade union leaders among the workers.

3. DOMINANCE OF OUTSIDE LEADERSHIP-

One of the greatest obstacles to the success of trade union movement in India is perhaps its domination by outside leaders. Outside leadership is a result of politicalisation of unions, and in other words it can be called "leadership from political parties." It was during 1920-22, at the time of the Swaraj Movement, that for the first time outside leaders entered unions in India, and unions were used for political purposes. After independence, the outside element increased because of democratic compulsions.

In India, the trade union movement was, "born in politics, and it developed with the political movement." It is for this reason that one finds, "a galaxy of political leaders like Lala Lajpat Rai, who was the first president of All India Trade Union Congress, Sarojini Naidu and C.R.Das....very closely associated with the movement in its early years. N.M.Joshi who is regarded as the father of the Indian Trade Union Movement was essentially a political leader. ²¹

The Trade Union Act 1926. for the first time provided statutory recognition to outsiders.

Outside leadership is also called "leadership by intellectuals" rather than "by workers."

^{21.} V.B.Karnik, "Trade Unions & Politics". Pg 2-3

The chief reasons for having outside leaders in Indian trade unions may be stated as follows -

- (i) Most workers are illeterate and hence at a disadvantage while talking to management.
- (ii) Most workers are from lower castes and so in a face to face dealing with the management, the management gets a psychological advantage.
- (iii) Workers have lack of formal powers and are unaware of their rights, hence a outside leader helps them, be aware of their powers and rights.
- (iv) Often there is influence exerted by outside leaders.

The presence of outside leaders in trade unions is an indication of the failure of the trade union movement to develop internal leadership. The Indian labour being semi-educated, it is almost impossible for them to understand the voluminous and complicated labour laws, and they have to depend upon outsiders for this. Also because of the attitude of the management, the unions are forced to have atleast one publicly known outside figure as an officer.

At times, the presence of outside leaders in the union is good for the workers but it is inevitably these outside leaders who usually are political leaders and are concerned with "maximising their individual standing as political leaders rather than with maximising the average or aggregate wage of their members. ²² Often these leaders are not adequately aware of the actural needs and pressing problems of the members, and therefore can not put forth the case of the union effectively.

Outside leadership leads to politicalisation of unions, which leads to multiplicity of unions. Leading to inter union rivalry and intra union rivalry. Another way of saying this would be that politicalisation of unions leads to outside leadership, leading to multiplicity of unions and inter and intra union rivalres. Which means that basically it is the interference of political parties in the unions which leads to all other problems.

^{22.} R.D.Lambart, "Labour in India", in Economic Development and cultural change Vol VIII No.2. Jan. 1960. Pg 206-213.

4. LOW MEMBERSHIP-

The average membership per union in India is around 800. This is a very small membership, per union for a country like India, the main reason for this low membership is the large number of trade unions existing in the country, and their constant fragmentation. In India, over 71 percent of small sized unions have around 13 percent of the total membership, whereas 0.8 percent of the large sized unions claim 32 percent of the total membership.

5. LOW FINANCES-

Low membership leads to unsound finances, because a large portion of the income of a trade union is derived from the membership fee. Other sources of a trade unions finances consist of Donations, Sale of periodicals, Books etc. Membership fee and donations account for the major portion of the finances. When a union has low finances it can not spend money on welfare activities for the workers. When there is an absence of welfare activities the members of the unions get dissatisfied and non interested in the working of the union.

In India, we can say that there has been a political division of the unions in the country, which has affected the growth of trade unions in different ways, namely multiplicity of unions, exploitation of workers and unions for political purposes, ordinarily workers do not get opportunity to assume leadership because of the hold of the outsiders. There is a vicious circle as regard the inherent weaknesses of the trade unionism because of the dominance of outsiders, political unionism, rivalrly and multiplicity of unions, unsound finances, and low membership, absence of welfare activities, and collective bargaining, reliance on state machinery etc. The heavy reliance on the Government machinery severly limits the scope for genuine collective bargaining and workers representation in grievance procedures. ²³

^{23.} K.K. Ahuja, Industrial Relations, Therory & Practice", Kalyani Publishers Ludhiana. 1988. Pg. 130-131.

UNION'S REACTION TO TECHNOLOGICAL CHANGES AND IT'S EFFECT ON INDUSTRIAL RELATIONS.

In order to keep abreast with the growing technological knowledge, in the developed countries, India also has to make massive efforts to catch up with them. New and more developed technology is being implemented everyday in the industrial arena. As a result there are continuous changes in the production procedure. Due to this it is essential that the trade union movement undergoes changes in its attitudes, approach and practice.

As far as the question of getting more modern technology is concerned the unions and the management have their respective points of view, with the government moving in, to resolve issues and give directions for the future, keeping the national objectives in focus.

It has been only lately that the Government has been emphasising the need for the most modern technology in our industries to raise productivity, step up the rate of growth of our economy, boost exports and so on. Modern technology is usually labour saving, infact most of it is developed with the very purpose of replacing human labour, or greatly increasing labour productivity. If such technologies are adopted in a country like India which is already plagued with unemployment and poverty, it will pose as a greater threat to those who are employed. The employees of the public sector are as threatened and disturbed by this phenomenon as their counterparts in the private sector. Promises from the government that workmen will not loose job are usually not accepted by the employees, because in developed countries where ever more modern technology is used, it has resulted in unemployment.

The Indian Industrial System was familiarised by various forms of technological changes, in the sixties, when Rationalisation and Automation were introduced in the country.

Rationalisation may be defined as reforming an industry by eliminating waste in the use of labour, time and materials.²⁴

²⁴N.N. Chatterjee. "Industrial Relations in India's Developing Economy. Allied Book Agency - Calcutta. 1984. Pg. 248.

Rationalisation brings together the advantages of planned production, pooling of research, scientific and technical know how, centralised regulation of finances, modernisation of productive processes and sales and optimum use of manpower.²⁵.

Automation is an exterme form of machanisation and is therefore always regarded as a threat to the security of the industrial worker.

Whenever more modern technology is being added to a factory, the unions put up an opposition to it, for fear of loss of job. But as far as the question of adding modern technology is concerned it is always the management which wins and the unions have to get used to the new technology.

Basically the unions react in one of the following ways to technological changes.-

- (i) Cooperation.
- (ii) Obstruction.
- (iii) Competition.
- (iv) Control.

It is not often that union members welcome a technological change in the factory. It is only when they had been working in an unsafe and unhealthy atmosphere that they welcome a change and even demand the use of better technology.

When the union is not in favour of implementing modern technology, it resorts to the methods of "obstruction". Here the unions try to obstruct the use of new technology and even try to force the workers not to work on the modern machinery. They may even demand a higher wage, or threaten to strike or even try to get the use of machinery prohibited.

When the union members realize that the use of machinery is being economical for the management, because the labour costs are lowered, then, they may adopt a

competetive attitude and offer to take wage cuts if the employer agrees not to employ new machines.

Another way in which the unions may react to technological changes is by trying to have a control over the machinery, so that only the union members worked at the new machinery, in this way there would be a restriction on the number of machines per employee.

Unions have always failed in their crusade against technological changes. Therefore they have to come to terms with the prevailing circumstances. The unions have often demanded the following facilities, as a compensation to implementation of modern technology-

- -Reduced number of hours of work.
- -Longer vacations.
- -Facility for voluntary retierment
- -Guarnteed employment / wages.
- -Better training facilities. etc.

But it is not that implementation of modern technology always meets with a disapproval from the union side. Infact technological progress has lead to the reduction or elimination of hazardous, ardous and tedious work, fuller use of skill, potential, greater workers participation and job satisfaction.

There has been a mutual mistrust and suspicion between the Indian trade unions and employers, as regards technology. "This mistrust is mainly due to the indiscriminate import of automation in the name of modernisation. The workers were taken for granted and were not taken into confidence before the introduction of modernisation, which meant substantial reduction in the workforce and in some cases increase in the workload. It is this indiscriminate resort to labour-saving automation in the garb of modernisation, that rendered a large number of workers jobless, to which the trade unions were naturally opposed. 26

^{26.}S.L.Passey, "Role of Trade Unions, Need for new attituded, beliefs and practice in Indian Journal of Industrial Relations. vol.25, No.4 April 1990 Pg. 388.

Both the management and the unions of the Indian public sector are responsible for the country's backwardness in the field of modernisation, because the management has only considered automation and rationalisation as the two main aspects of modernisation and the trade unions have blindly opposed it, for fear of loss of jobs.

It is hightime now that the trade unions be aware of the changes taking place in the world and to be ready to move along with them. The trade unions have to come up with effective programmes to meet the challenges of the changing technology. The unions must learn to accept challenges, they should also participate with the management in the framing of training and retraining programme. The individual worker must be encouraged to take interest and participate in the design of his job and layout of the work environment, and the workers should be made to participate in decisions about innovations, implementation and other management functions at all levels.

Modernisation of technology is very essential for proper working of an industry. Both the management and the trade unions have to undergo some changes in their attitudes for the benefit of the country as a whole, uptill now the management and the soicety have wanted the technology because the effects of installing new machines seemed to be more positive than not installing them; and the unions could do no more than seek to delay their installation.

Already a change in attitude is taking place. The unions have now become increasingly concerned about the impact of technology and have begun to propose and negotiate with the management about it. The various proposals from the unions side have been of the following types.-

- -There should be prior consultation between the management and the union, before the installation of new equipment.
- -There should be no lay offs because of the changes, for some or all of the affected workers.
 - -There should be a study group to analyse the problems.
 - -The workers council should deal with the issue.

- -Shorter working days.
- -More vacations.
- -Early retierment/voluntary retierment.
- -More training facilities.

There is no simple answer to this complicated problem resulting from the impact of technology on workers. machines do improve life, but they also cause some workers to loose their jobs, have their skills lessened, their pay reduced and weaken their union. Therefore one cannot fully eradicate the disagreements between the management and the unions over this issue, but the least which can be done about it is that there should be a free and fair dialogue between the two, about the issue and any new step in modernisation should be done with the full knowledge of the union and also with the management trying its level best to clear all doubts about it which the union may have. Displacement of labour, if inevitable has to be so arranged as to do least harm to the persons affected. Voluntary retierment schemes are at times effective when substantial benefits are assured.

The Labour management relations must be properly considered before switching over to outomation . The following guidelines should be kept in mind -

- (i) Automation should be introduced by a slow process of evolution and not revolution.
- (ii) New technology should be introduced on a selective basis, so that it leads to effeciency and not unemployment.
- (iii)As far as possible the introduction of new technology, should be so planned that there is no retrenchment, and displaced employees should be retrained for a different job.
- (iv) The introduction of automation should be appropriately timed, because in a situation where the group is already insecure the feeling of resistance would be more.
- (v) There should be free flow of communication, both horizontal and vertical, to provide knowledge about new technology to those who are affected by it.

The introduction of new technology can always result in displacement or replacement of employees, therefore the concern of the labour class is natural, and

understandable. Technological change is always a human as well as a technical problem. It is necessary that management philosphy should be in tune with modern technology and the trade unions should be rational and flexible.

It is a challenge for the public enterprises management as well as the unions how well they can cope with this problem, and keep pace with the technological change, so as not to cause serious labour displacement.

CHAPTER VI

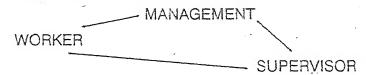
ROLE OF MANAGEMENT IN INDUSTRIAL RELATIONS

- A. WORKER MANAGEMENT RELATIONS AND HUMAN RESOURCE
 DEVELOPMENT
- B. MANAGERIAL, TECHNICAL AND PERSONNEL PROBLEMS IN PUBLIC ENTERPRISES IN RESPECT OF INDUSTRIAL RELATIONS

 C. INDUSTRIAL SAFETY AND MANAGEMENTS RESPONSIBILITY

WORKER MANAGEMENT RELATIONSHIP AND HUMAN RESOURCE DEVELOP-MENT

An organisation is a complex mix of human beings, therefore one of the most important factor necessary for the proper working of an organisation are cordial human relations. The terms "Human relations" and "Industrial Relations" are not the same but are inter related. Human relations being the wider of the two terms. In actual practice human relations means that relationship which should be cultivated and practiced by the management, or a supervisor with his subordinates.



This relationship is a two way process, in which there are interactions between the three concerned parties. As Oliver Sheldon has rightly said, "Industry is not a machine. It is a complex form of a human association." Therefore a study of human relations can not be avoided in a study of industrial relations, because it is very necessary to know and understand what are the expectations of a worker from the supervisors and the managers.

For industrial peace, the harmonious relations between the employees and employers is an urgent need, Cordial relationship between employees and employers can not exist unless the inter personal relations between workers, supervisors, and management are improved. The psychological factors affecting inter personal relations between the different levels of management and between the first line supervision and the rank and file workers and even between the employees of comparitive status, play a dominant role in the development of good or bad industrial relations "1"

^{1.} K.A. Zachariah "Industrial relations and personnel problems" Asia Publishing House Bombay 1954 Pg. 45.

When we are studying the worker -management relationship we have to study the following two relationships-

- a. Employee Superivisor
- b. Employee Management.

(a) Employees and Supervisors-

The supervisory staff is required to understand the importance of cordial employee-employer relationship." The supervisor in the plant, like the manager in the office is the key man in nearly all human relations. He is required to know the importance of individual group relations, informal patterns of society and the informal aspirations of the workers"

The supervisor acts as a mediator. He represents the management to the workers and mediates employee needs to the management. The workers attitude to the management are largely influenced by their relationship with their supervisor. The role given to a supervisor is an important one but the informations available to him and the powers given to him are inadequate and as a result the supervisor is not able to accomplish the task given to him. effeciently.

It is necessary that there is a comfortable relationship between the workers and supervisors. There are certain expectations that the workers have from the supervisors. There are certain qualities that the workers feel-are necessary to be present in a supervisor to make him a good supervisor. These qualities may be listed as follows-

- (i) Cooperativeness- The workers expect their supervisor to be cooperative. so that they are able to go to him with their grievances, and can expect some cooperation from his side.
- (ii) Friendly- The workers want the supervisors to be friendly, so that the overall atmosphere in the plant is that of friendship and so that the workers are not treated just as factors of production but as human beings.
- (iii) Minimum Authority- The workers want to be treated with friendliness, they wish to have an atmosphere where the worker boss relationship is replaced by a homely and

^{2.} K.J.Moses," A study of super visory Training programmes in industry in and around Puna" 1973 pg.1 (un published thesis submitted for Ph.d. degree to Pune Univ.)

friendly atmosphere and the supervisor uses minimum authority, So that the workers can easily go to the supervisor with their problems and dont have to go to the managerial level.

Apart from the above stated qualities the workers want that the supervisor does not take advantage of the worker's weaknesses. They do not want to be exploited since they are weak and poor, and expect the supervisor to be tactful and inform them of the changes taking place in the industry.

Douglas Mc Gregor, in his book "Leadership and Motivation' suggests that if a supervisor understands his men and develops proper environment, his employees will exercise self direction and self control in the service of objectives to which they are committed."

The following are the charecterstics which if present in a supervisor, the workers tend to dislike him-

- (i) If he is inconsiderate towards the workers difficulties.
- (ii) If he is of a partial nature.
- (iii) If he is too strict with the workers.
- (iv) If he shouts at the workers for small mistakes made by them .
- (v) If he maintains a distance with the workers, thinking himself to be superior.
- (vi) If he is dishonest.

As mentioned earlier, a supervisor is the link between the workers and the management. He represents the management to the workers, and the workers to the management. It is necessary to have a competent supervisor, because many times disputes take place, due to incompetence of the supervisors.

(b) Employees and management-

For the effecient running of the business, it is necessary that at least some direct contact be maintained between the workers and the management. It is true that the

^{4.} Douglas Mc Gregor." Leadership and Motivation " Cambridge Mass the M.I.T. press 1966 pg. 15-16.

supervisor acts like a link in the chain between the two but no worker would like to work for an invisible employer. The workers should realize that the management is aware of their problems and is trying to eradicate them. "Workers no longer work for the sake of a wage, but they have some sense of dignity and conviction that they have basic human rights that other must respect." It has been recognised that management without labour would be sterile and labour without management will be disorganised, ill equipped and insuffecient."

Just like the workers have certain likes and dislikes, about the qualities present in the supervisors so do they have for the management systems, prefering one management from another management.

A very natural tendenay among the workers is to like a management which pays them well, money being such an important factor in our daily lives, all workers like to work in a place where they are being properly paid. A good pay also motivates the workers to work harder and better. A worker expects that all "his needs such as food, clothing, shelter, medical aid, education, recreation, social and religious functions - all should be met from what he earns by work."

A workers likeness to the management also depends on other factors such as-

- -Good working conditions
- -Good service conditions
- -Fringe Benefits.
- -Comfortable hours of work
- -Promotion on merit

Workers do not like a master servant approach, they expect to be treated as human beings and like a management where they are treated as such . The workers want the management to maintain good relations with them , and expect them to

^{5.} John Zacharlach. ":Administration of Industrial Labour Disputes" Ashish Publishing House N.Delhi 1984 pg.53.

^{6.} J.H. Richardson" An introduction to the study of industrial relations "George Allen and Unwin Ltd. London 1965.

^{7.} K.A. Zacharich "Industrial Relations and Personnel problems" Asia publishing House Bombay 1954. pg.9

promote participative schemes in the organisation. They expect the management to consult them before making any technological change in the factory. The workers want that they should be supplied with, proper tools and equipments and there should be proper safety measures available at the plant. A management will be in the good book of the workers if it is leading an economically sound company, because if this is not so and it is a sick industry, then the workers would forever be under the shadow of fear of loosing their jobs and as a result do not come up with good output.

"The schemes of workers participation are essential to increase productivity, give employee a better understanding of his role in the working of an industry, and to satisfy the workers urge for self expression."

Apart from the above mentioned charecterstics the workers prefer a management which is coming up with various welfare schemes for the workers. The worker class is constituted mostly of people from the socially and economically backward classes and it is of great importance for them that their employers are doing welfare work for them.

Most of the welfare work has been brought about by the government legislations, but in many concerns, new welfare schemes are introduced by the employers. As far as welfare needs are concerned workers just expect good medical facilities, good canteen facilities, good accomodation, near the place of work, good educational opportunities for their children etc.

In the above paragraphs, we have stated all the good qualities / charecterstics that the workers expect to be present in the management. On the basis of the above we can come to the conclusion that the workers believe that the following charecterstics if present, lead to a bad management.-

- (i) Low pay
- (ii) Partiality in promotions
- (iii) No bonus
- (iv) Too strict in getting the work done

^{8.} John Zachariach "Administration of Industrial Labour Disputes" Ashish Publishing House N.Delhi 1984. pg 57.

- (v) No fringe benefits
- (vi) Absence of good labour relations.
- (vii) Bad working conditions
- (viii) No proper system of handling grievances
- (ix) Partial supervisor
- (x) Old faishoned tools and equipments
- (xi) Absence of proper safety precautions
- (xii) Economically weak company.
- (xiii) Absence of good accomodation facilities
- (xiv) Absence of medical facilities.
- (xv) Absence of welfare facilities.

No business organisation can function effeciently untill and unless there are good labour management relations also present in the organisations. There should be spontaneous cooperation from the workers side and understanding and good will towards the labour from the management side.

Labour legislations made by the government are necessary in the sense that they lay down the guide lines, but just complying with the labour legislations is not enough, work, has to be done by the management for the proper growth and development of not just the organisation, but also the human resources employed by the organisation and it is at this stage that "Human Resource Development" plays an important role.

Hard efforts are needed to implement training and development programmes to develop the non managerial and managerial personnel respectively so as to show off better performances. The term training is usually associated with the non managerial personnel.

The training and development programmes tend to improve job performance minimise waste and scrap, prepare individual for promotions, reduce employee turn over, facilitate understanding of organisational goals and attain allied behavioural objectives."

^{9.} Dale Yoder, "Personnel Management and Industrial Relation" Prentice Hall of the India New Delhi 1975 pg. 333

Training is not required just for the new recruits, but it is also aimed to be a refresher course for the old employees. Development on the other hand, prepares and aids the managerial personnel in their present and future jobs.

Over the last few decades, a greater awareness has been noticed for training and development in the public enterprises. There is a greater emphasis on the training to technical personnel and development of the managerial personnel in the employment of the public enterprises.

Table XVI gives the Human resources available with the central public enterprises, and on a study of the given table one can realise what a large number of human beings are dependent on the central public enterprises for their daily bread and any policy change in the public enterprises affects the human force working there.

TABLE XVI
HUMAN RESOURCES WITH CENTRAL PUBLIC ENTERPRISES IN LAKHS

YEAR		-				
BREAK UP	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
TOTAL MANPOWER	20.03	20.64	21.08	21.57	22.11	22.21
(a)IN SERVICE UNITS	2.57	2.64	2.80	2.90	3.34	3.35
(b)IN MANUFACTUR-	17.46	18.00	18.28	18.67	18.77	18.86
ING						
(i)MANAGERIAL	1.74	2.06	2.24	2.35	2.73	3.11
(ii)Clerial	1.50	1.74	1.85	1.83	1.74	1.65
(iii)Skilled	4.38	6.16	5.96	6.17	6.03	5.88
(iv)Semi Skilled	3.19	3.77	3.81	. 4.61	4.97	5.34
(v)Unskilled	4.92	4.27	4.44	3.71	3.30	2.88

Source - Public Enterprise Survey (Vol. I) of various years.

Bureau of Public Enterprises- Ministry of Finance/Industry.

Govt. of India. New Delhi.

For this large number of human beings working in the public sector enterprises, proper training and development facilities are also necessary, primarily, it is the

responsibility of the individual public sector to provide training and development where necessary, but it is the Bureau of Public Enterprises, which formulates the overall policies regarding training and development.

The Bureau has also set up a standing committee on training to oversee the training off Public Sector employees, review the existing training programme and give directions for the further course of action. The standing committee has suggested for training, reorientation in public sector as per the future needs of industry and society.

Since 1985 the Bureau of Public Enterprises has organised special programmes for the senior executives of the public enterprises. However, these, are generally refresher programmes as their duration in most cases has been found to be less than a week.

In recent years the Bureau of Public Enterprises has been taking active interest in the development of human resources in the public enterprises. But even now more effort is needed for developing managerial / supervisory personnel. The duration of training and development programmes should be increased. Both monetary and non monetary incentives should also be given to the employees so that they may be coaxed to successfully participate in these training and development programmes and come up with better performance.

The proper development of Human resources is extremely essential for the proper and all round development of an organisation. Well planned development programmes are a must and full care should be taken to ensure that they are properly implemented also.

The Bureau of Public Enterprises is taking many steps towards human resource development in public enterprises, but full and satisfactory results will only be achieved at a time when individual public sector enterprises come up with their own development and training programmes.

In order to make the public enterprises play more useful roles in the socio - economic transfor - mation of the country the training system has to be streamlined and strengthened. Designing and implementing training plans has to be considered as an integral part of the management process in public enterprises. 10"

^{10.} S. Ravishankar, R.K. Mishra, Training Need of Public Enterprises, in Current Perspectines in Public Enterprise management. Ed. R.K. Mishra, S. Ravishankar Ajanta Publishers Delhi 1985 pg. 218

MANAGERIAL, TECHNICAL, AND PERSONNEL, PROBLEMS IN PUBLIC ENTERPRISES IN RESPECT OF INDUSTRIAL RELATIONS"

Industrial Relations or labour management relations is one area of study which affects the overall working of an industry. Human Resource is the most important factor of production in any industry and vice versa.

If the workers in an industry are dissatisfied, then the overall working is affected by it. In various managerial, technical and personnel fields, problems arise which in one way or the other affect the industrial relations.

Here, an attempt has been made to study these problems seperately -

- (i) RELATING TO MANAGERIAL FIELD:-
- (a) <u>Lack of understanding on the part of the management</u>— The workers ofter put up demands, grievances or suggestions to the management hoping for a positive move from the management side. Some times these demands, grievances or suggestions may be quite "just" in the workers view point but not so in the managements view point. It is at such times when management does not come to terms with the workers, that they are blamed of lack of understanding, and this contributes greatly in deteriorating the labour management relationship.

In such a situation the management can not be blamed for spoiling the labour management relations. It is just that the management needs to work very delicately in all such situations where the demands of the workers can not be feasibly met by the management. The worker should be handeled with utmost care. It is an extremely volatile subject, and care should be taken not to excite it, but of course, not at the cost of bringing loss to the industry.

(b) <u>Political Pressures-</u>The Indian public sector is treated like a playground by all political parties especially the ruling party. "These politicians use the labour as tools

and stooges in acheiveing their political objectives. Minor incidents of labour management differences are magnified by political interests and questions are asked in the parliament which demoralise many a time the management of the public sector industry. This gives rise to indiscipline, disobedience and mud slinging at the management by the labour. The only remedy against such malpractices, is to leave the management of public sector industries fully autonomous to handle their respective labour without any let or hinderance from the state. Centre or state parliament, to the extent as is the case in industries in the private sector." ¹¹

The Trade unions should also be free from all political affiliations, because otherwise the trade union leaders end up working more for the party, than for the union and its members.

The management has a very difficult time in dealing with all the unwanted interference from state/ centre labour departments, Administrative ministries and the partliament. The trade unions soon realise the powerless situation of the management of the public sector unit and so disregard and insult the management and even resort to indisciplined methods.

(c) Change in Government Policy- All the unions (except INTUC) of the public sector units had staged a one day strike on Novermber 29, 1991 to show their dissatisfaction to the governments new industrial policy. Whenever there is a change in the governments policy which may affect the workers then workers alway oppose it. In such a situation they oppose the management also, and labour- management realtionship, takes a bad turn. To the workers the management is as good as the government and to oppose one is to oppose the other, but they seem to forget that in the public sector, their "employers" are also the "employees" of the government.

By holding a one day strike to oppose the government policy the worker did not get any closer to proving their point, the production suffered, the management had a hard time and the government still plans to go ahead with the same policy.

^{11.} Dr. S.M. Patil, "Industrial Relations in India, Some Basic issues" in 'Parameters of Industrial relation in the public sector in India" Raj K.Nigam, Documentation Centre for Corporate & Business Policy Research N Delhi 1990 pg. 105

(ii) RELATING TO PERSONNEL FIELD-

In almost all public sector units the Industrial Relations cell, is a part of the personnel department. In very few cases it is treated as a seperate department. This close association of the personnel field and the IR field shows that various labour-management problems arise from a dissatisfaction prevalent in certain matter relating to the personnel field.

Infact most of the disputes and disagreements that take place in a public sector unit are due to causes like promotion, transfer, retrenchment, regularisation of casual labour, canteen, uniform, etc. These, and other service matters are the circumstances which the labourers have to face most closely and it is these factors which affect them most Often disputes arise when an employee is transvered and he does not want to go. At times the union may support him, but even if the union does not support him, then too he can fight it out in court, and it is common knowledge that once a case goes into court, there is no solution for many years to come. Disputes also arise when there is problem regarding promotion i.e. when an employee whose promotion is due, fails to get it, while another gets it out of turn.

There are various such problems which may arise in the personnel department, which affect the IR condition of the unit. Right from recruitment to retrenchment, an employee of an organisation is connected with the personnel department, and hence disputes tend to arise. The personnel department can help a great deal in preventing such disputes.

(iii) RELATING TO TECHNICAL FIELD-

The workers and machines, go almost hand in hand in all manufacturing industries. There are two extremes to this relationship between the workers and machines.

On one extreme there are age old tools and machines, as a result of which production suffers, and they are, at the same time hazardous to the workmen. They are unsafe to work with. In such a situation the workmen protest to the management

and demand for better tools and machines. Whether the management provides them with better tools and machines depends on the financial condition of the company, and on it depends the labour management relations. Because if the machines are provided, then all is well, but if not, then a crack is formed in the labour management relations and Industrial Relations suffer.

On the Other extreme is the situation where there is a high degree of automation and latest technology is brought in by the management. As a result of this less men are needed to handle the machines and retrenchment takes place in the over staffed public enterprises. The workmen do not take this cooly and protest against this new technological move. Also workmen may show lack of interest in learning to handle the new machines. Therefore a move bringing in high technology is not appreciated by the workmen at large and they tend to show their dissatisfaction and protest to the management, hence bringing about a rift in the labour management relations.

Thus we see that both old machines as well as new machines can lead to a dispute . The management has to handle the situation care fully . A company can not be run at a loss, therefore it is important that from time to time , old machines be changed with new ones, and these moves should not be so sudden or drastic as to disrupt the normal pace of the workmen and as far as possible the decision to bring in new machines should be made only after discussing it with the worker representatives.

INDUSTRIAL SAFETY AND MANAGEMENT'S RESPONSIBILITY

This world is a very unsafe place to live since a person can have an accident, anywhere, anytime. These chances of an accident are increased many times if a person happens to work in a manufacturing industry. Especially so in a sick public or private sector unit.

It is the moral responsibility of the management of the public sector units to ensure proper safety measures in their units. Human Beings, as we know are the most important resources that any enterprise has, and therefore it is of utmost importance that proper care be taken in an industrial unit that chance accidents don't take place.

In the 19th century Europe, the machine was cared for better because of the vicious assumption that it is more difficult and expensive to buy, than the worker who can be replaced easily and bought cheaply especially unskilled labour. This sort of feeling and the tendency to consider work in abstraction from the worker, leads to a situation where independent safety measures are taken for the workers.

"Accident is an unplanned and uncontrolled event in which the action or reaction of an object, substance, person or radiation result in personal injury or the probability thereof". 12.

It is the responsibility of the government, in case of public sector units to take care of the health and safety of the workers. The government on its part has made various legislations, like the Factories Act, Employee State Insurance Act, The Workmens Compensation Act. etc. which provide for safety, good health and compensation in case of accident to the workers. Textile industry in India.is the oldest industry, there are various diseases which go hand in hand with the textile industry and which can be easily found in most of the workers in these industries. These are asthma, tuberculosis and other such diseases of the lungs. In the begening there was lack of awareness about such health hazards, but today with advancements, in

^{12.} H.W. Heinrich "Industrial Accident Prevention 1959 pg. 17

machines there are also advancements in medical science and knowledge, with increased mechanisation, health and safety hazards have increased manifold, along side, health consiousness has also assumed great importance today. Today there are diseases of the respiratory system arising out of flying dust which consists of fragments of high temprature, humid atmosphere and constant wet process diseases on account of poor lightning conditions and diseases resulting from careless handling of corrosives, dyes, colours and chemicals." ¹³

In most cases inadequate attention is given to provide corrective and preventive measures against health hazards. Machinery and equipment are generally old and not much attention is given towards their preventive maintanence so long as they go on giving service.

One can not always blame the management for providing inadequate safety measures in the factories. There are cases galore where we can see that the workers do not use the precautionary aids provided to them. The workers are generally against the concept of wearing masks, earmuffs, tight fitting clothes, gloves, gumboots, goggles etc. The constant flow of men from agricultural sector to the industrial sector also brings along with it lack of knowledge and lack of adjustability, on the part of the workers and there is thus a dire need for constant training and motivation. Workers education can also play an important part in making the workers aware of the precautionary aids provided to them and their importance.

But of course, management can not stand clear of its responsibility on the plea that the workers do not use the precautionary aids provided to them. The management has to take all steps to ensure the safety of the workers working for them. All government legislations in this sphere have to be followed precisely, alongwith it short term courses should be organised for the workers to create awareness among them.

TABLE - XVII

NUMBER OF INDUSTRIAL INJURIES

	1986	1987	1988
FACTRIES			0
(a)FATAL	475	487	421
(b)NONFATAL	180,748	151,321	142,382
TOTAL	181,223	151808	142,803
MINES			
(a)FATAL	300	250	n .
(b)NON FATAL	1,608	1,360	n ×
RAILWAYS			
(a)FATAL	232	274	237
(b)NON FATAL	21,875	19,221	17,633

" Not available

Source: D.L.B., D.G.M.S. & Railway Board

Pocket Book of Labour statistics 1990

Hand Book of Labour statistics 1991.

Thousands of industrial accidents occur every year. Some of them are fatal. Some bring with it permanent disablement, and some bring with it temporary disablement. Along with it they cause considerable suffering to the worker and his family. Accidents in industries have to be avoided. Safety precautions should be taken and followed zealously.

There are various factors which lead to accidents. They may be enumerated as follows-

- (i) Working conditions- Humidity, noise, illumination, temperature, ventillation etc.
- (ii) Working material- machines, tools, toxic gases, fumes, chemicals, dust bacteria etc.
- (iii) Psychological factors- Job stress, attitude of coworkers, family circumstances, leadership attitude etc.

In the Indian public sectors which are newly established, the workers do not have to face many difficulties due to working conditions, which the workers in the

older units have to face. It is common knowledge that construction workers are more liable to accidents than the workers engaged in production. Where construction and production work go on simultaneously the rate of accidents can be higher. In some public sector units. observation of safety provision is quite inadequate. Public sector enterprises in India have finally realised the importance of the role of the safety programme in the production process and every effort is now being made by most of the public sector units to provide safe working conditions. As safety is one of the basic principles to be observed for higher production, safety programmes are being propogated by the Public Sector Enterprises from the top management to the ranks. 14 But even in public sectors there are so many sick units which are still functioning, these units do not have the required funds available for profitable production, then, how can they be expected to improve their machines, provide adequate safely kit, of good quality to the workers, to provide time for training courses for the workers. It is in such units that workers are working at a constant risk of their lives. These units are already running at a loss and are a burden to the country's economy and on top of that they are hazardous for their workers, then what is the logic of running such units in their present state?

The various steps taken by the public sector Enterprises, regarding safety measures can be broadly grouped as under - ¹⁵.

- (i) Fulfillment of statutory obligations.
- (ii) Providing safety equipment to workers.
- (iii) Provision of fire fighting and first aid equipment
- (iv) Training of personnel in safety programmes.
- (v) Organisation of safety programmes like safety week, safety seminars and safety exhibitions.
- (vi) Organisation of safety competition between similar shops/ industries, with appropriate rewards for out standing performance. This has produced good results. Government of India, Ministry of labour have also instituted a system of rewards to

^{14.} Reeta Mathur' Industrial Relations in Public Enterprises Prateekisha Publication Jaipur 1986 pg. 138 15. Public Enterprise survey 1982-83. Annual reports on the work of industrial and Commercial Enterprise of central government Vol. I pg. 290

industrial organisations for the best safety records. There are also state schemes in this regard.

- (vii) Accident investigation and prevention programmes
- (viii) Organisation of central safety committee and Departmental level safety committee.
- (ix) Appointment of seperate full time Safety Engineers at appropriate level to lead Safety Engineering section
- (x) Audio visual exhibition of safety measures to the workers.
- (xI) Preparation and circulation of booklets containing safety instructions to all categories of workers and display of safety posters.
- (xii) Inculcating safety consiousness among the workers and at all levels of management through wide publicity of safety programmes.

No one goes to a factory to loose ones limbs or life. Accident is an unplanned and unwanted occurance, which results in personal injury, plant damage, or a combination of both. or a near miss, whatever be the result of an accident, it still remains an unwanted event and care should be taken to avoid it at all costs.

Safety experts maintain that 95 percent of the accidents are caused by unsafe acts and unsafe conditions. We can prevent these by keeping in mind that people make mistakes, people forget people take short cuts, people feel that they are immune to accidents, obvious hazards do not appear obvious to all people, people are subject to preoccupations.

Accidents adversally effect productivity also Any delay caused by an accident results in loss in productivity. Care should be taken right from the arrival of the raw material till the completion and dispatch of products that no accidents occur. Whenever there is an accident there is a direct man - machine - hour loss.

It is of utmost importance in both Public and Private sectors that steps are taken to ensure safety and prevent accidents. The government conducts various inspections, (given in Table XVIII) regarding safety measures in industries from time to time and then issues orders or notices if any flaws are found in it.

TABLE XVIII

NUMBER OF SAFETY INSPECTIONS BY GOVERNMENT

		NO.OF INSPECTIONS
SNO.	YEAS	
JIVO.	1984	6320
1. 1985	6030	
2.	••	7587
3.	1986	8375
4.	1987	
5.	1988	8500
	1989	9287
6. 1969 7 1990*	8723	
7.	1990	

* Provisional

Source: Annual Report of Ministry of Labour.

Govenment of India 1989-90,1990-91. Vol. I

The management must take care to rectify unsafe conditions and unsafe act without which hazards cannot be eliminated. Standardised equipment should be used and proper maintainance should be done of these equipments.

Accidents can be prevented only when both the management and the workers take keen interest on this aspect, and the trace unions, instead of fighting on meagre issues should always point out to the management if there are any unsafe working conditions prevalent in the plant,

Safety should become a habit with the employers and the workers. The "Zero accident" potential cannot be achieved without adequate degree of safety consiousness. To achieve this goal, strategies will have to be well designed and carried on And in those cases where accidents do occur, the whole process of providing compensation to the injured or to the deceased's family should be simplified and made more effecient and effective. Provision of medical aid in case of accidents should also be made better and modern.

CHAPTER VII

MAJOR FINDINGS

A. INTRODUCTION

B. BHARAT PUMPS & COMPRESSORS LTD.

C. TRIVENI STRUCTURALS LTD.

D. INDIAN TELEPHONE INDUSTRIES.

E. SWADESHI COTTON MILLS.

F. HINDUSTAN CABLES LTD.

G. SUMMING UP

"THE USE OF STATISTICS DOES NOT LESSEN THE NECESSITY
FOR USING COMMON SENSE IN INTERPRETING RESULTS, A
POINT WHICH IS SOMETIMES FOGOTTEN"

BEVERIDGE WIB

THE ART OF SCIENTIFIC INVESTIGATION
WILLIAM HEINMANN,
LONDON, 1957
PG.22.

INTRODUCTION:

There are, as already mentioned, five public sector units in the Naini Industrial Belt, Allahabad, They are -

- 1. M/S Bharat Pumps and Compressors Ltd.
- 2. M/S Triveni Structurals Ltd.
- 3. M/S Indian Telephone Industries.
- 4. M/S Swadeshi Cotton Mills Ltd.
- 5. M/S Hindustan Cables Ltd.

Swadeshi Cotton Mills is the oldest of the three It was set up in 1958, as a private company, and was later taken over by NTC in 1978.

Hindustan Cables is the most recent unit. It's foundation was laid on the 5th of May 1987 by the then primeminister late Shri Rajiv Gandhi.

Bharat Pumps and Compressors was incorporated in the public sector on the 1st of Jan. 1970.

Triveni Structurals Ltd. was incorporated in the year 1965.

The Naini, unit of Indian Telephone Industries started in 1971.

As per the topic of the research, the researcher had to conduct a survey in all of the above mentioned five units. But since Hindustan Cables is a very new unit, and is still in its infantry stages, with only 247 employees, and no trade unions the permission to interview the workers was not granted to the researcher and hence the Naini unit of Hindustran Cables has been left out from the purview of this research work. Though a short note on HCL has been added to this chapter.

As mentioned in the second chapter of this research work, our survey population consisted of all the public sector units in Naini (excluding HCL) and our observational units consisted of the employees of these public sector units.

A random sample of the workers was taken for the purpose of research work, and the number of workers questioned in each unit were about seventy from each unit. Care was taken to select the workers randomly from the various departments and workshops, so that all the various parts of the particular units were covered.

At the same time 3-4 management officials from the personnel and industrial relations department were also interviewed to get the managements view point regarding the industrial relations.

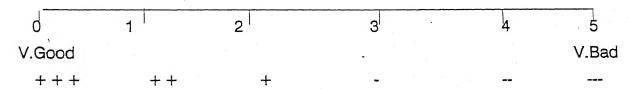
The leaders of the trade unions in all the units were also interviewed to get their view point .

This way the problem has been studied from three view points viz-

- a. Managements view point.
- b. Trade union leaders view point.
- c. Workers view point.

A copy of all the questionnaires used, along with the covering letter have been included in the appendix of this research work.

In analysing those questions, which were asked to the management, whose answers were given on a scale, a grading of positive and-negative marks has been shown, which is as follows-



As shown in the scale drawn above three positive marks show an extreeme good, two positive marks, a little less, and one positive mark shows mediocre with an inclination to the better. In the same way, three negative marks show the extreme bad case, two negative marks show a little better and one negative mark shows mediocre with an inclination towards bad.

While analysing the questionnaires filled by the workers, the response to each question has, been mostly shown in the form of a pie graph, and the percentages have been given, to help in the easy understanding of the problem.

Each of the units under study have been seperately analysed in the following steps-

- 1. Brief history and growth of the plant,
- 2. Industrial Relations in the unit.
- 3. Results of the survey -
- a. Managements view point
- b. Trade union leaders view point
- c. Workers view point

4. Conclusion.

After, all the four units have been analysed, there is a section entitled "Summing Up." In which all the four units have been taken collectively and analysed, so as to represent all the public sector units in the country.

This way it is hoped that all aspects of the problem will be covered, The Sequence, in which the various units are shown in this research work are as follows-

- 1. Bharat Pumps & Compressors Ltd.
- 2. Triveni Structurals Ltd.
- 3. Indian Telephone Industries.
- 4. Swadeshi Cotton Mills.
- 5. Hindustan Cables Ltd. (Short Note)

BHARAT PUMPS AND COMPRESSORS LTD.

THE COMPANY

Bharat Pumps & Compressors Limited was incorparated in the public sector on the 1st of Jan. 1970, with a plan for the production of Process Reciprocation commpressors, Reciprocating pumps, and centrifugal pumps, these pumps and compressors are mainly supplied to fertilizer plants, refineries, oil and gas exploration projects, petro chemical industries, food processing units and other chemical and process industries.

The head office of BPC are situated in Naini, about 10 Km. from the Jamuna Bridge.

In April 1970, the government of India entrusted to Bharat Pumps and Compressors Ltd. the task of setting another plant for the manufacture of high Pressure Seamless Gas Cylinders, Welded Gas Cylinders, Medical Gas Cylinders, Porous Mass required for Dissolved Acetylene Gas Cylinders.

The total production at BPC is import substitution oriented which saves valuable foreign exchange for the country. The medical gas cylinders manufachered by BPC, are used in hospitals, serving the basic needs of our people. Further, with the establishment of complete facilities, the company has the capacity to diversify its production for the manufacture of hollow tubular bodies required for the automobiles industry and other industries.

Both the above plants for the manufacture of pumps and compressors, as well as gas cylinders have been established at a total capital cost of about Rs. 21 crores.

All the products now being manufactured in both the units of the company, were earlier being imported. The self reliance achieved by the company is significant in as much as all its products result in import substitution, and the saving of valuable foreign exchange. Further more, the indigeneous manufacture of these products reduces unneccessary delay in the completion of various projects dependent on imports of these items.

It is matter of pride for BPC that its Gas Cylinders are, to the entire satisfaction of its customers. They are manufactured as per ISI standards. Inspection and test certificates duly signed by ISI and filling approval by the chief controller of Explosives, Nagpur are furnished to the clients,.

The objectives of BPC are as follows-

- To achieve a leading position in the engineering, development, and manufacture of pumps, compressors and gas cylinders and to develop sound project engineering for projects using these products and design products to the needs of the customers and carry out necessary research and development to facilitate the objectives.
- 2. To build public confidence for companys products and services through sound competition, advertisement, promotion, selling and services.
- 3. To ensure sound commercial policies, customer acceptance and satisfaction for BPC 's products and services.
- 4. To develop sound after sales services including supply and management of spare parts for its products and projects.
- 5. To evolve participative style of management which will ensure good working cond itions and job satisfaction to all employees career advancements and good will amongst all employees and respect for the human individual.
- 6. To ensure continuous development of competent managerial personnel and make best use of both the human and material resources of the business.
- 7. To provide a reasobable and adequate return on the invested capital and generate adequate internal resources to finance growth of the company and fulfill national objectives.
- 8. To conduct companies activities in a manner so as to encourage rural development and growth in accordance with the government.

Bharat Pumps and Compressors Ltd. is now a subsidiary of M/S Bharat Yantra Nigam, Government of India. formed a holding company in the name and style of M/S Bharat Yantra Nigam which was incorporated on the 9 th of July 1986 with its registered office at Allahabad to coordinate and encourage, working of six engineering units, namely Bharat Heavy Plates and Vessels Ltd., Bharat Pumps and Compressors, Ltd.

Triveni Structurals Ltd., Richardson and Cruddas Ltd, Bridge and Roof Co. (India) Ltd. and Tungabhadra Steel Products Ltd. with a view to acquire optimum uitilisation of resources and provide package and turnkey services to various sectors of the economy.

Consequent upon the transfer of 100% holding of shares by the president in the company in terms of orders of the government of India, in favour of Bharat Yantra Nigam Ltd. BPC has become a subsidiary under section 4 of the Companies Act of 1956 with effect from 1st April 1987. BPC had also amended all requiste articles in the Articles of Association of the company by getting the consent of the shareholders in the extra ordinary general meeting, held on 29th April 1987, so as to give effect to the powers vested with the president of India in favour of Bharat Yantra Nigam Itd. (Holding company)

In 1986, four of the six subsidiaries of BYNL were profit making i.e. Bharat Heavy Plates and Vessels Ltd. Bridge and Roof Co. Ltd., Tungabhadra Steel Products and Triveni Structurals Ltd. And there were two loss makers, i.e. Richardson and Cruddas and Bharat Pumps, and Compressors Ltd. In 1990, there were only three profit making subsidiaries with TSL also entering the loss making bracket and it infact also joined the rank of sick industries. This has resulted due to increasing competition. Three years ago the industrial gas cylinders made by BPC were in high demand. The company had such a monopolistic hold over the market that it could sell whatever it produced at a price of its choice. Things have changed today. The private sector has musceled in to the sector and BYN has to bid for order even at prices less than its cost of production. The competition is harsher in the case of liquid petrolium gas (LPG) cylinders. The public sector unit now looses Rs. 60 on every cylinder it makes.

Today BPC, with its team of dynamic and young engineers and workers is completely dedicated to industrial progress, and to provide best service to its valued clients. The manufacture of heavy duty pumps, compressors and gas cylinders marks BPC's determination to identify itself with the basic machinery that leads industrial progress of India to a new horizon.

BPC has got two manufacturing divisions-

- 1. Gas Cylinder Division- There are three subdivisions in the gas cylinder plant, solid drawn gas cylinder division, Welded gas cylinder division and porous mass division.
- 2. Pumps and Compressors Division- There are three subdivisions in the pumps and compressors division- production engineering, Feeder division, and Assembly and Testing Division.

The Accuracy of each product, components, and assembly is made to ensure that-high level of quality is maintained.

BPC has fully groomed installation and commissioning department for rendering technical assistence and advice besides giving quick and effective after sales services. There is a highly effecient and trained task force of senior engineers, to pinpoint the problems of the clients and rectify the defects, and help to run the plant, eliminate breakdown, reduce maintenance costs and keep up the job schedules.

The technicians and engineers at BPC have frequently been in contact with other organisations operating in the research field abroad. The exchange of scientific information and specialised research have contributed to the development of many projects. Innovation helps to introduce modern concepts so as to keep BPC fully abreast with latest technology. BPC has planned to achieve production of Rs. 124.00 crores by 1994-95 and investment of Rs. 19.60 crores is proposed to be made between 1990-91 and 1994-95.

MANPOWER RESOURCES-

The company had only 118 employees in 1971-72 which increased to 603 in 1974-75, 1133 in 1977-78 and 1303 in 1979-80, As on 9.2.91, the total number of employees at BPC was 1940, which included the managerial cadre as well as the workers.

The higher technological level of production has acquired a corresponding increase in professional knowledge of the employees. The aim has been achieved both by employing higher qualified personnel and by organisation of professional training

and refresher courses for employee. Training of BPC technical staff takes place both at the overseas workshops of the company collaborators as well as through organised in plant training programmes within BPC Through systematic training and performance appraisal BPC is able to mould its workers and management to face the challenges of the future .

The welfare and development of its employees is the nucleus of its personnel policies.

INDUSTRIAL RELATIONS IN BPC

As on 9.2.91, there were 1940 employees at BPC (including supervisors and managers) the given organisation charts, show us the organisation structure at BPC and in the personnel department at BPC,

As in most public sector units, at BPC also, there are written rules for recruitment, promotion, dismissal, discharge, wages, TA,DA, misconduct, penalties, and other such fields.

For the purpose of recruitment, all employees at BPC have been included in one of the following cadres-

- 1. Executive cadre
- 2. Supervisory or Junior Executive cadre.
- 3. Skilled group Technical and Non Technical
- 4. Unskilled and semi skilled group-Technical & Non Technical

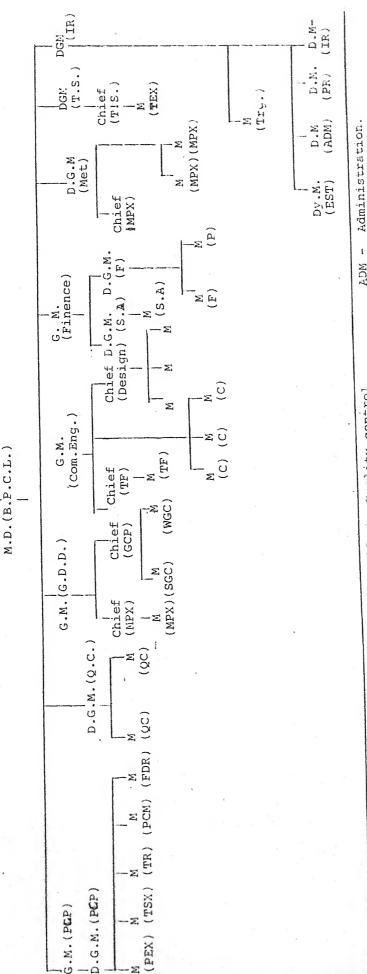
In most cases recruitment is made to the lowest level in each group, both in the Executive cadre, and the worker cadre.

All higher posts in the excutive cadre are filled by consideration of internal candidates only, unless specifically relaxed by a competent authority.

The company adheres to, and follows the directives of the government concerning reservation of vacancies and concessions allowed for candidates belonging to SC/ST, exservicemen categories etc.

In case an employee dies while on job, his son is given employment in the company, according to his qualifications.

In case of promotions within the supervisory cadre, from a lower grade to the next higher grade, a person has to complete a specific period of service and attain



Organisation Chart of #Bharat Pumps & Compressors Ltd.

C.M.D. (BYNL)

Industrial Relations. Public Relations. ADM PR IR -Industrial Engineering Deptt. Com.Eng.- Commercial Enginering. -Technical service. -System Appraisal. -Human aResources. Quality control -Establishment. Task Force. -Commercial. -Materials. -Training. -Finance. MAT HR TRG EST TS SA Pumps & aCompressors manuafacturing. Production Engineering Deptt. Technology Deptt. Gas cylinder production: Pumps & accompressors. Seamless Gass cylinder. Gas cylinder Division. Welded Gas cylinder. Purchase Deptt. Tools Room. Manager. Feeder. SGC - WGC -PEX -PCM TR -MPX GCP

Relation: Officer. Industria Dy.Mg. (Industrial Relatio Sr.P.O. Welfere Officer Asst. Officer Labour Sr.P.O. | Sr.P.O. Dy. Mg. (Public Relations) A.P.L.0 ALO 1 Dy. Mg. (Administration) - P.S. AÀO Officer ADMN P.0. 0.8. A.0.S. (Establishment) Dy. Mg. Sr.H.O Sr.P.O A.0.S. (Training) Sr.Eng. (Trg.) A.E.

Organisation chart of personnel Department at BPC

M.D. (BPCL)

DGM (Human Resources)

Assistant Office Superintendent. Personnel Oficer. Assistant Engineer. Hindi Officer AOS PO AE

Assistant Labour Officer. Assistant Public Relations Officer. Assistant Administrative Officer. ALO -APLO-

AAO -

satisfactory standard in conduct. The promotion will also depend on availability of vacancies and requierments of the organisation.

The promotion from supervisory cadre to the officer cadre will be strictly on the basis of merit, aptitude, suitability, and subject to the availability of vacancies and organisational requierments in the officer cadre.

For promotion within the officer cadre, attainment of satisfactory standard in conduct, cooperation and performance will be the criterion.

There is also a system of "Fast track" promotion in BPC. This is given as a reward to employee for sustained outstanding performance, and in order to provide motivation to them for future improvement.

In case of the worker categories i.e. unskilled group, Semi skilled group and skilled group, induction may be done both by promotion and induction from outside, and for this there is no fixed percentage laid down, but the number promoted, and the number directly recruited shall be determined on the basis of requierments of the organisation.

For internal promotion the workers have to work for a specific number of years before they become eligible for promotion, Merit is the chief basis of promotion of a worker from one group to another. The facility of fast track promotion is also available to the workers.

When ever vacancies are advertised, the internal candidates who fulfill the requierments may also apply through proper channel.

Promotion from skilled group to supervisory cadre are strictly on the basis of merit, aptitude and suitability of the candidate.

TRADE UNION-

In Bharat Pumps & Compressors Ltd. Naini there is only one union in the unit., known as "EMPLOYEES UNION B P C L" This union is affiliated to the Indian National Trade Union Congress (INTUC). There are 27 executive members of the union and 8 office bearers, i.e. President, Secretary, two Vice Presidents, two Joint Secretaries, one Treasurer and one organising secretary. The 27 executive members represent each department of BPC according to its strength. The plant is devided into ten sectors, and according to the strength of a particular sector, it has its representation in the executive members of the union.

All the workers of BPC are members of the unions, i.e. there are about 1345 members of the union According to the constitution of the Employees union BPC no outsider is allowed to become an office bearer of the union. The union elections are held annually, though the management wants, that the election be held once every two years.

WORKER'S PARTICIPATION IN MANAGEMENT-

At BPC, the management claims to have active participation of workers in management. Various committee and forums have been formed which have equal representation from both the management side and the workers side.

The various participative forums at BPC are as follows-

- (i) Works committee.
- (ii) Industrial Relations committee.
- (iii) Safety committee.
- (iv) Welfare committee.
- (v) Heat and hazard committee.
- (vi) Sports committee.
- (vii) Provident Funds committee.
- (viii) Joint management councils'
- (ix) Canteen committee

- (x) Incentive scheme committee
- (xi) Transport committee.
- (xii) Cultural committee.
- (xiii) Cumulative term deposit committee
- (xiv) House Building loan committee
- (xv) Essential services committees.
- (xvi) Shop and plant councils.

Apart from all the information shared with the workers in the above stated participative forums, the actual plant performance is shared with the union every week, and there is regular flow of information from the management to the workers.

The various issues which the three shop councils at BPC can deal with are as follows-

- (i) To reach the production target each month.
- (ii) To discover areas of low productivity and find ways to improve productivity there.
- (iii) To deal with production facilities.
- (iv) To maintain discipline in the shop.
- (v) To keep record of absenteeism in shop and find ways to decrease it.
- (vi) To maintain cleanliness in the shop.
- (vii) To find ways to deal with work fatigue of workers.
- (viii) To maintain a link between the management and workers and increase productivity of the shop

The shop councils can not deal with the Grievance Redressal Procedure.

LABOUR WELFARE AND SOCIAL SECURITY-

All Industries have some labour welfare and social security norms in their unit to motivate workers and to take better care of the workers working for them.

The various labour welfare schemes at BPC are as follows:-

- (i) Transport subsidy.
- (ii) Canteen subsidy

- (iii) Medical treatment
- (iv) Benevolent Funds
- (v) Uniform .
- (vi) Sports
- (vii) Education Allowance
- (viii) All other statutory schemes.

The various expenditures made by the company on these welfare activities from 1987 to 1990 are as follows.

1. Subsidised Canteen Expenditure-

1987-88 Rs 16,80,453 1988-89 Rs. 29, 89,666 1989-90 Rs 15, 57,450

2. Transport subsidy-

1987-88 Rs 29,77,189 1988-89 Rs 32,72,274 1989-90 Rs,. 33,50,443

3. Medical Reimbursement-

1987-88 Rs, 29,91,532 1988-89 Rs. 45,47,474 1989-90 Rs, 49,08,126

4. Leave travel concessions-

198788 Rs. 9,76,206 1988-89 Rs. 23,51,949 1989-90 Rs., 18,12,269

5. Children Education Allowance-

1987-88 Rs. 2,06,901 1988-89 Rs, 2,13, 786 1989-90 Rs., 3,11,463 6.Other welfare expenditures, i.e. uniform, safety shoes, washing allowance, sports, cultural activities etc.

1987-88 Rs. 6,86,402 1988-89 Rs 6,68,476

1989-90 Rs 8, 65,655

The various social security measures adopted by BPC are as follows-

- (i) Workmens compensation scheme
- (ii) Death Releif Fund
- (iii) Benevolent Fund
- (iv) Retierment Benefit
- (v) Employment of dependent family members of deceased employee.
- (vi) Other insurance schemes for general workers
- (vii) Group Insurance schemes
- (viii) All statutory schemes and measures.

GRIEVANCE REDRESSAL PROCEDURE

Initially in BPC, there was one Block Personnel Officer in each department, and the Block Personnel officer visited each shop council and collected grievances, which were then studied by the respective departments, and a solution was reached, but there was no time limit in this process.

According to the present process, everyday between 11 a.m. and 12.a.m. an officer from the personnel department, one from the systems department and one from time office, sit together to solve the problems of the workers. Any worker can approach these officers directly with their grievences. The grievances dealt with by these officers deal with canteen problem transport problems, uniform and time office.

A new grievance redressal procedure is under discussion at BPC. The grievances which will be covered under this new procedure may be related to any of the following-

1. Appointment.

- 2. Allotment of living quarters.
- 3. Compensation
- 4. Leave
- 5. Promotion
- 6. Bonus & Perks
- 7. Retrenchment and Suspenssion
- 8. Safety equipment.
- 9. Seniority
- 10. Training
- 11. Transfer
- 12. Working conditions
- 13. Job Distribution etc.

The procedure would be as follows-

The dissatisfied worker would approach his supervisor and tell him orally about the grievance, the supervisor will make an entry of the grievence in a given register, and give reply orally to the workers within two days.

If the worker is not satisfied by the supervisors answer, he will send his grievance in a given format to the Head of the Department. The Head, discusses the case withtwo other officers and the dissatisfied worker and gives him a written answer within ten days.

If the worker is still not satisfied, he fills his grievance in another format and sends it to the grievance committee, appointed for such purpose. The committee gives a written reply within 10 days, but if the worker is still not satisfied the committee can send the grievance to the General Manager (Human Resource) The GM (H R) takes a decission within 15 days of receiving the complaint and his decision will be final.

This procedure has not yet been implemented at BPC, it is still in the discussion stages.

According to the management, almost none of the disputes end up going to court every year, and there are very few cases pending in courts at present.

STRIKES-

There have been only two major strikes at BPC, since its inception. The first one was in mid seventies and the reasons pertained to wage revision chiefly.

The second one was in 1985 and it lasted for 48 days. The reason was a demand in increase and changes in certain welfare measures. But the union had to withdraw unconditionally.

There was a one day token strike on 29.11.91 in pursuance of the call given by central trade union federations against privatisation and closure.

Apart from these there have been small showdowns from time to time emanating out of government decisions or policies.

MONTHLY REPORT OF INDUSTRIAL RELATIONS.

Since BPC is a subsidiary of Bharat Yantra Nigam the personnel department has to send a monthly report of industrial relations to the Director Personnel at BYN. It is sent on a proforma, which contains detail about-

- (i) Work stoppage Department- Duration Number of workers involved Mandays lost reason How resolved.
- (ii) Any Strike Notice Date- From whom -Issues Involved -Action Taken / Proposed
- (iii) Hunger Strike Background Information Action taken / proposed

The Industrial Relation Policy at BPC is based chiefly on three things-

- (i) Labour Legislation
- (ii) Standing orders
- (iii) Bipartite agreements

The industrial relations generally remain cordial and harmonious throughout the year. Consultative approach is the key for maintaining harmonious ralations.

RESULTS. OF THE SURVEY

In the following pages, an attempt has been made to analyse the questionnaires filled by the Management representatives, Trade union leader and the Workers at Bharat Pumps and Compressors limited Naini.

MANAGEMENT'S VIEW POINT

SI WELLET

- (i) The labour management relations at BPC, according to the management are pretty good, and on the scale they have been placed between + + + and + + The management is of the opinion that labour management relations are better than those existing in other public sector units.
- (ii) The labour legislations made by the government are very helpful in bringing about cordial labour-management relations and these legislations are in favour of the worker s(++)
- (iii) The management told us that they had wide spread workers participation in management at BPC and they say that this system of workers participation in management at BPC is working very effeciently (++)
- (iv) According to the management at BPC, the personnel officers have been very successful in their role in the company and have had great success in preventing disputes in the company (+ + + +)
- (v) The labour welfare measures, implemented at BPC, help a great deal in satisfying the workers at BPC, and when workers are satisfied the chances of disputes are reduced. The management beleives that labour welfare measures have helped a great deal in minimising disputes (+ + +)
- (vi) The management says that their Grievance Redressal Procedure is very effecient and successfully redresses the grievances of the workers who come up to the appointed officers for this purpose (+ + + +)

- (vii) The management beleives that the workers are satisfied by the dispute settelment of the company and the dispute usually does not have to go up to higher authorities and courts for settelment.
- (viii) The management feels that workers education will help a great deal in improving labour management relations. They believe that if workers are educated, then they can understand the constraints and problems that the management has to face, better.
- (ix) The management at BPC was of the opinion that generally the union can help in solving disputes and maintaining cordial relationship But often, depending on the kind of dispute which has arisen, the union may take up a militant stand.
- (x) The management is not in favour of outside leadership in unions, because the outside leaders are not concerned about the welfare of either the worker or the company. All they are interested in is the politicalisation of the unions.
- (xi) At BPC 1/3 rd of the management personnel interviewed, were not in favour of the scheme of workers participation in ownership, because they feel that the time is not yet ripe for it. While 2/3 rd of them feel that a scheme of workers participation in ownership should be encouraged, because with this scheme the full involvement of the workers in the company would be ensured. But they also feel that the level of participation should be decided according to the level of education of the workers, so that it does not become a burden for the workers also.
- (xii) The chief reasons given by the management for labour unrest and disputes are as follows-
- a. Indiscipline.
- b. Over expectation of the union
- c. Lack of knowledge
- d. Lack of appreciation of the role of the union.
- e. Lack of faith in the union and the management
- f. Wage settelments
- g. Welfare measures.

- h. Government policies.
- i. Misleading the workers by outside elements.
- j. Long pending grivances.
- k. Lack of knowledge on the part of the union leader. Misconception regarding management and business activities.
- m. Mistrust and Information /communication gap.
- n. Pampering of union and opinion leaders by the peace buying methods of the management.
- (xiii) Most disputes and grivances arising out of day to day affairs are settleed at plant level, they include-
- a. Wages
- b. Welfare
- c. Incentives
- d. Non statutory facilities.
- e. And almost all other types, except those which get blown out of proportion and have wide ramifications.

The time duration needed to solve a dispute usually depends on the kind of dispute and it generally takes a short time i.e between a fortnight to a month. But in case of disputes arising out of wage agreements, the time taken may vary from six months to one year .

The main reasons why workers resort to a strike are

- a. To get their demands fulfilled.
- b.To protest against government policies.
- c. When workers are instigated by union leaders.
- (xiv) The factors most essential for cordial labour management relations, according to the management are as follows-
- a. Mutual trust and faith.
- b. Educating union leaders.

- c. Good communication system and willingness of the management to share its objectives.
- d. Timely redressal of grievances
- e. Welfare measures.
- f. Enlightened leadership.
- g. Enligtened management
- h. Discipline in work force .
- i. Commitment in participation.
- j. Giving to the workers what ever is due to them.
- (xv) The management has various expectations from the union operating in the company . some of these expectations are as follows-
- a. Trade unions should appreciate the financial conditions of the company
- b. Should develop faith in management
- c. Should take up only genuine and reasonable demands.
- d. Union should follow and maintain discipline.
- e. Union should have faith in management
- f. Union should help nurture a sense of discipline and involvement in workers.

TRADE UNION LEADER'S POINT

There is only one union operating at Bharat Pumps and Compressors Ltd. Naini the trade union is known as "Employees Union BPC." This union is affiliated to the Indian National Trade Union Congress.

There are 27 executive members in the union and the total membership is about 1345.

The union leader says that the union management relationship at BPC is very good(+++). Because:-

- (i) There is mutual understanding between the union and the management .
- (ii) There is mutual fulfillment of each others demands.

The various reasons responsible for tension between the union and management are as follows:-

- (i) Misuse of power by various management officials.
- (ii) Lack of understanding about company, country and workers welfare among the management officials.
- (iii) The management officials do not fulfill their duties and obligations.
- (iv) A non serious attitude towards work among the management officials.

The union leader is of the opinion, that in case of a dispute the best way to solve it is through Arbitration, and if it fails then Conciliation may be resorted to, and only when conciliation also fails, should there be Adjudication. The personnel officers in the company are effecient, but they have scope for improvement, in the union leaders point of view.

The union leader feels that a fixed grievance redressal procedure is better, because it ensures justice to all workers alike.

The leader says that there is no scheme of workers participation in management at BPC though the management had told us about a very effective participation

scheme in the company. The leader also says that the union is never called by the management for any participative discussions.

The union leader feels that "strike" is the "right" of the workers, and this right should not be taken away from them. The chief reasons why workmen go on a strike are as follows-

- (i) When the management does not fulfill its duties towards the workers
- (ii) When the management misuses its powers.

The union leader is in favour of the scheme, of workers participation in ownership because a combined front of workers and management will understand the workers problems better, and the companies problems will also be better understood. The workers will be properly informed about the companies problems and there will be all round growth of the company.

The following methods can improve workers ability to participate (given in order of preferance):-

- (i) Formal education
- (ii) Participative training
- (iii) Refresher course
- (iv) Adult education

The following are the various areas where the union leader feels that participation is very necessary (given in order of preferance):-

- (i) Policy decisions
- (ii) Increase in productivity
- (iii) Job adjustments
- (iv) Sales and production
- (v) safety and insurance
- (vi) Administrative and supervisory affairs
- (vii) Matter realting to Bonus
- (viii) Matter relating to welfare
- (ix) Budget.

The government interference in participative schemes is necessary, according to the union leader, because otherwise, he feels that these schemes remain limited to paper and files alone.

The leader also feels that the labour legislations made by the government are in favour of the workmen.

The following factors can motivate a worker most, according to the union leader at BPC (given in order of preferance)

- (i) Recognition
- (ii) Money
- (iii) Promotion
- (iv) Gifts

The only expectation that the union at BPC has from the management is that there should be complete workers participation in management. All areas of importance should be first discussed with the workers before a decision is taken on them and these schemes should not be present on paper only but should be truely and properly implemented.

WORKER'S POINT OF VIEW-

The following is the analysis of the questionnaires filled by the workers at BPC. The pie graphs depicting the analysis have been given on seperate pages.

(i) WORKERS AND THE WORKING CONDITIONS (Pie graph BPC-I)

The graph shows that about 29% of the workers are not satisfied by their working conditions and want that the management take some action to improve their working conditions. While 71% of the workers feel that their working conditions are quite satisfactory. Since the majority of the workers are satisfied by their working conditions we may say that the overall situation regarding working conditions at BPC is satisfactory, only some improvements need to be made.

(ii) ARE WORKER'S SATISFIED BY THE WORKING OF THE UNION (Pie graph BPC II)

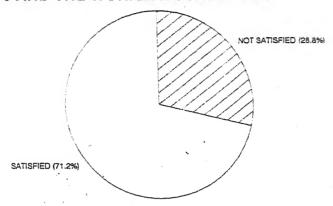
Almost 58% of the workers are not satisfied by the working of the union. They feel that the union is not working as much as it should for their benefit and they feel that the union does not put up all their demands to the management Even though there are 42% of the workers who are satisfied by the working of the union the fact that so many are not satisfied shows that the union has not been able to build a favourable position for itself in the minds of the workers.

(III) DO WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE UNION (Piegraph BPC III)

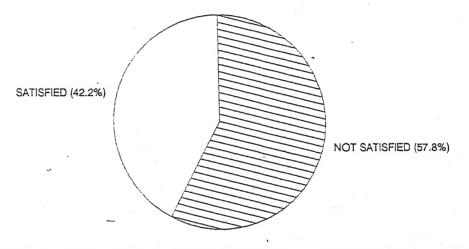
There are only about 27% of the workers who do not take active part in the union activities and are just dormant members. The rest 73% of the workers say that they do take part in all union activities. But even when 73% of the workers are taking active part in union activities, we see that only 42% of the workers are satisfied by the union activities.

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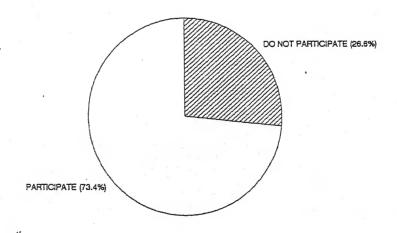
BPC I - WORKER'S AND THE WORKING CONDITIONS.



BPC II - ARE WORKER'S SATISFIED BY THE WORKING OF THE UNION



BPC III - DO WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE UNION



(IV) DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPATION IN MANAGEMENT (Pie graph BPC IV)

When 93% of the workers, as in the case of BPC tell us that there is no scheme of Workers Participation in Management, then we have to beleive them, and 4.4% telling us that yes, there is WPM, in the company, does not have any importance, and 2.2% of the workers not being aware whether they have Workers Participation in Management or not also shows that the answer is in negative. So it may easily be said that there is no scheme of Workers Participation in Management at BPC, none that the workers are aware of and a Workers Participation in Management Scheme, without the knowledge of the workers is like building a multi-storey building, with out the ground floor.

(V) IS WORKER'S PARTICIPATION IN MANAGEMENT NECESSARY (Pie graph BPC V)

Hundred percent of the workers questioned said that Workers Participation in Management is a very necessary scheme. All the workers are in favour of the scheme and want that the management and government should take some positive steps in this direction.

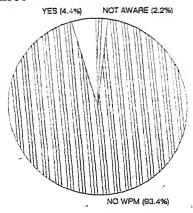
(vi) WORKER'S WILLINGNESS TO PARTICIPATE IN MANAGEMENT (Pie graph BPC VI)

About 95% of the workers have shown their willingness to participate in management. The unwillingness of the remaining 5% of the workers shows an introvert charecter among these people, and their lack of attachment to the company.

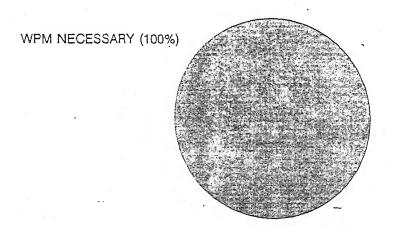
(vii) FACTORS WHICH MOTIVATE A WORKER TO PARTICIPATE IN MANAGEMENT (Pie graphs BPC VII,a, VIIb, VIIc, and VIId.)

On the basis of the analysis of the questionnaire four pie graphs have been made, one each for each of the four factors given in the questionnaire viz. Encouragement, Power, Money, Promotion, these graphs show the first, second, third and fourth preferance given to that factor by the workers.

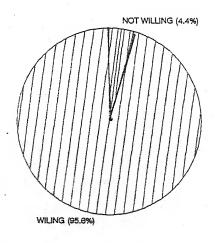
BPC IV - DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPATION IN MANAGEMENT



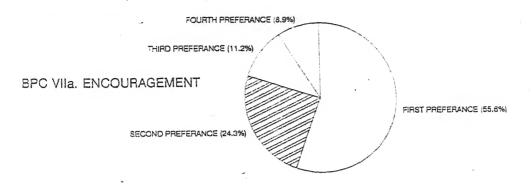
BPC V - IS WORKER'S PARTICIPATION IN MANAGEMENT NECESSARY

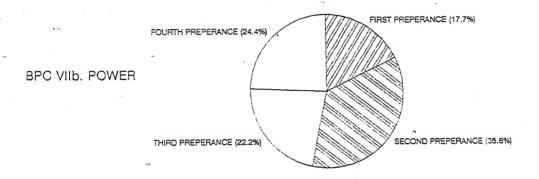


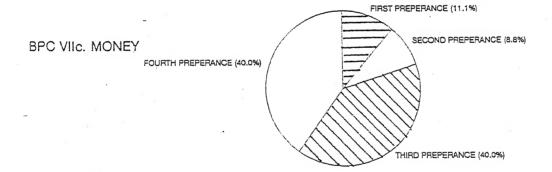
BPC - VI WORKER'S WILLINGNESS TO PARTICIPATE IN MANAGEMENT

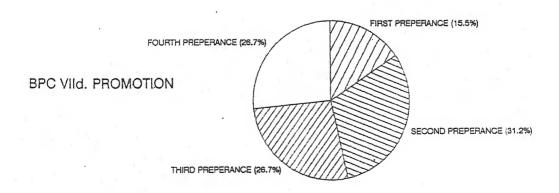


BPC VII - FACTORS WHICH MOTIVATE A WORKER TO PARTICIPATE IN MANAGEMENT









On the basis of these graphs it has been concluded that the lst, IInd, IIIrd and IV rth preferences are as follows-

Ist - preferance - ENCOURAGEMENT

IInd - preferance - POWER

Illrd - preferance - MONEY

IVrth - preferance - PROMOTION

(viii) DO WORKER'S GIVE SUGGESTIONS, EVEN IF THEY ARE NOT REWARDED (Pie graph BPC VIII)

96% of the workers say that they do not expect any kind of a reward for any suggestions that they give to the management, while about 4% feel that they sould be rewarded, that way more people will come up with better suggestions and will be more cooperative towards the management.

(ix) EFFECIENCY OF GRIEVANCE REDRESSAL PROCEDURE. (Pie graph BPC IX)

Only about 7% of the workers at BPC are of the opinion that the Grievance Redressal Proceduse in the company is very effecient, 22% feel that it is mediocre, neither very effecient nor too ineffecient, while 71% of the workers feel very strongly against the Grievance Redressal Procedure at BPC, and say that it is not at all effecient and the grievances take a long time to be satisfactorily solved.

(x) SHOULD COMPLAINTS, FIRST GO TO THE UNION BEFORE GOING TO THE MANAGEMENT (Pie graph BPC X)

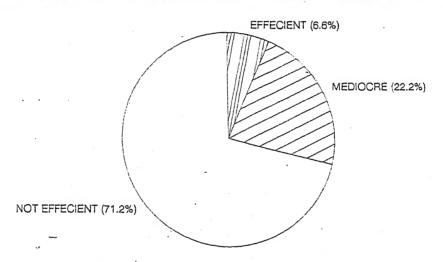
82% of the workers feel that the union should not be approached first, in case of a complaint, the complainant should approach the officer in charge, and the union should be left as the last resort, i.e. when the workers complaints do not find a proper solution through the official channel.

While, about 18% of the workers feel that the union should be involved right from the begening and the complaint should move by the union, because the union has more strength.

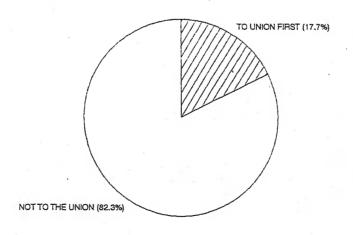
BPC VIII - DO WORKER'S GIVE SUGGESTIONS EVEN IF THEY ARE NOT REWARDED



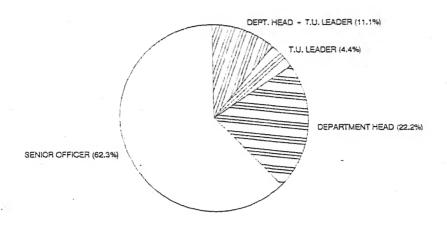
BPC IX - EFFECIENCY OF GRIEVANCE REDRESSAL PROCEDURE



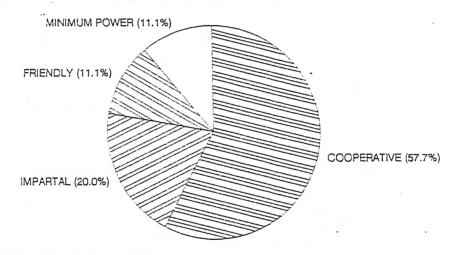
BPC X - SHOULD COMPLAINTS FIRST GO TO THE UNION BEFORE GOING TO THE MANAGEMENT



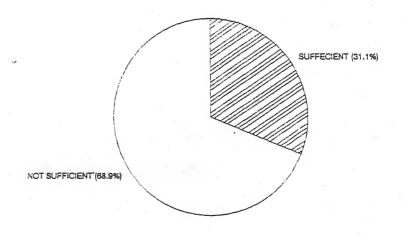
BPC XI - OFFICER APPROACHED IN CASE OF A COMPLAINT.



BPC XII- QUALITIES ESSENTIAL IN A GOOD SUPERVISOR



BPC XIII - PROMOTION CHANCES.



(xi) OFFICER APPROACHED IN CASE OF A COMPLAINT (Pie graph BPC XI)

62% of the workers approach the officer directly senior to him in case of a complaint, which is usually the right procedure also. But 22% often approach the department head directly. 4.4% approach the trade union leader, and about 11% approach both the union leader and the department head simultaneously.

(xii) QUALITIES ESSENTIAL IN A GOOD SUPERVISOR (Pie graph BPC XII)

The most essential quality in a supervisor, according to the workers at BPC is cooperativeness, followed by Impartiality, followed by Friendly Behaviour and Use of Minimum Power by the supervisors.

(xiii) PROMOTION CHANCES (Pie graph BPC XIII)

Only about 31% the workers feel that there are suffecient chances of promotion at BPC, while 69% feel that there are not enough chances, and this brings about dissatisfaction among the workers, since promotion is a very big motivating factor which makes a person work harder for the company.

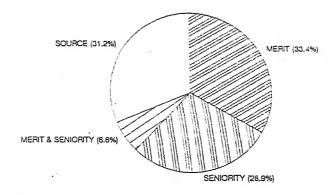
(xiv) BASIS OF PROMOTION IN THE COMPANY (Pie graph BPC XIV)

Though, according to the promotion policies, merit is the main criterion for promotion, only 33% of the workers actually beleive so, 29% feel that promotions are made on seniority basis. About 7% feel that promotions are made both on merit and seniority basis. While a very large number of workmen , 32% feel that promotions are the result of flattery on the workers part and the officers mood, plus the source that a workmen can apply.

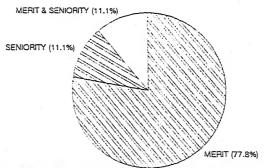
(xv) BASIS OF PROMOTION WHICH WORKMEN SUPPORT (Pie graph XV)

The workers support the basis of merit for promotion, At BPC about 78% of the workers feel that promotions should be made on the basis of merit, while 11% feel that promotions should be based on seniority and another, 11% feel that both seniority and merit should be considered in a promotion.

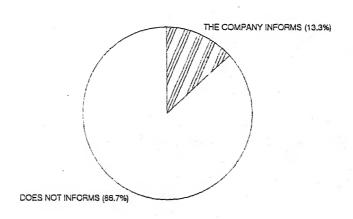
BPC XIV BASIS OF PROMOTION IN THE COMPANY



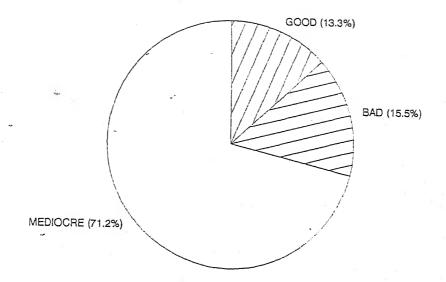
BPC XV BASIS OF PROMOTION WHICH WORKER'S SUPPORT



BPC X/I - DOES THE COMPANY INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME



BPC XVII LABOUR MANAGEMENT RELATIONS ACCORDING TO THE WORKER'S



(xvi) DOES THE COMPANY, INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME (Pie graph BPC XVI)

The majority i.e. 87% of the workers say that the company does not inform the workers of its policies from time to time. There is no communication link between the two on this aspect it seems.

(xvii) LABOUR- MANAGEMENT RELATIONS - ACCORDING TO THE WORKERS. (Pie graph BPC XVII)

The majority, i.e. 71% of the workers feel that the labour management relatioship at BPC is just mediocre, and there is a vast scope for improvement. While 15.5% of the workers say that the relations are bad and only 13.3% of the workers say that the relations are good.

(xviii) The chief hopes, wishes or demands that the workers at BPC have from their management are as follows:-

- 1. To manage the company in nations welfare.
- 2. To keep in mind the welfare of the company.
- 3. To keep in mind the welfare of the workers.
- 4. To have good and competent management.
 - 5. To give time bound promotions to meritorious workers.
 - 6. Better utilization of material, machine and workmen.
 - 7. To have clear cut policies.
 - 8. To provide tools and material for production on time.
 - 9. To maintain discipline in the company.
 - 10. To maintain a good working atmosphere
 - 11. To stop corruption in the company.
 - 12. Not to let the company come to a closure.
 - 13. The management should do all their duties and fulfill their obligations.
 - 14. The company should not take bribes and commissions while purchasing material.
 - 15. To have workers participation in management at all levels.
 - 16. To maintain impartiality in all policy decisions

- 17. To clearly state all government policies relating to the company, so that the workers know about them.
- 18. To maintain a homely atmosphere in the company.
- 19 To maintain cleanliness within the premises.
- 20. To give promotions on the basis of merit.
- 21. To encourage work.
- 22. To maintain a cooperative attitude.
- 23. To have schemes to ensure the welfare and safety of the workers families.
- 24. To provide proper training to workers from time to time.
- 25. To provide work to all employees.
- 26. To bring in more work to the company
- 27. To provide suffecient safety to workers and adequate compensation in case of an accident.
- 28. Implementation of incentive schemes.
- 29. To give proper recognition to all workers.
- 30. To let workers know their duties and obligations.
- 31. To have labour-management meeting from time to time.
- 33. To provide recreational facilities to workers.
- 34. To increase production in the company through better planning.
- 35. To improve the financial position of the company
- 36. To deal with the various loopholes in the company, and make the company strong.
- 37. Not to waste time and money.
- 38. To maintain an atmosphere of equality.
- 39. To maintain good labour management relations
- 40. To have good supervision.
- 41. Not to encourage politicalisation of the company.
- 42. To discuss the company's policies with the workers from time to time.
- 43. To provide right work for right man
- 44. Proper assessment of performance.
- 45. Wage revisions from time to time
- 46. To arrange proper medical facilities in the company
- 47. The management should do its, work properly and maintain discipline amongst them selves.

CONCLUSION (BPC)

When we study the labour - management relations at BPC, we see that both the management, as well as the union say that the labour management relations in the company are harmonious and cordial. But the workers at BPC, do not feel the same since 71% of the workers say that the labour management relations are just mediocre, 16% of the workers say that the relationship is bad, and only 13% of the workers agree with the management and the union and say that the labour management relations at BPC are good. As a result of the above we can see that the exisiting relationship between the two is medicore, with great scope for improvement. The fact that there has been an absence of any major strike at BPC, also shows the same.

A trend which is very obvious while analysing the management point of view, is that in all the questions, the management has given a very positive response. Every thing according to them is very good to good at BPC,

Regarding Workers Participation in Management, the management has given a list of all the participative forums, present and working at BPC, while when the same was asked to the union leader, he said that there was no scheme of workers participation in management at BPC, and when the workers were asked the same 93% of the workers said that there was no scheme of participation in the company. While 2% said they were not aware of any such scheme, 5% of the workers said that yes they do have the scheme of workers participation in management. Does this mean that the communication system at BPC is so poor that only 5% know about the existence of such an important scheme? Or is this again a case of having schemes limited to paper only? If so, then what good are all these committees that the companies have made? The government is failing in its task to increase workers participation in management.

The managements response is once again highly positive, on the issue of effeciency of the Grievance Redressal Procedure in the company. While on one hand the management says that the procedure is highly effecient. 71% of the workers say that the system is not at all effecient, What then is the criteria of effeciency according to the management? Solving the grievances of 29% of the workers?

There is only one union at BPC, and almost all the workers are its members, but even so, 58% of the workers are not satisfied by the working of the union, though 73% of the workers openly participate in the working of the union, and its various activities. The union is of the opinion that the union management relationship is very good at BPC, this fact also sometimes is the reason why workers are not satisfied by the working of the union because they feel that the union is in the hands of the management and does whatever the management wants it to do without caring for the welfare of the workers.

The workers at BPC feel that if the management takes step to "encourage" the workers more, the workers will be motivated to work harder and thus increase their productivity, Encouragement, thus being one factor which all workers want the most. Along with this the workers also feel that a good supervisor can be very helpful in producing better work, and for this they feel that "cooperativeness" is the most essential quality in a good supervisor,

A prominent factor which has been noticed among the workers at BPC is that they do not have a high opinion of their managers. They have demanded that the management should become impartial, should not take bribes, and commissions, should be honest and sincere in their work. Infact about 32% of the workers at BPC feel that promotions in the company are a result of flattery and butter plating of the officer incharge, 78% of the workers want that the promotions should be made on the basis stated in the promotion policies of the company.

The workers also say that it is very essential that the management should hold labour management meetings and inform the workers of its policies from time to time . At present 87% of the workers say that the management does not inform the workers of its policies.

The various demands that the workers have from the management shows that they are concerned about the welfare of the company, and want to work for the

companys progress, and for this they want that the company should provide them with work to do and tools machines and raw material to do the work on time.

Another demand which was made by almost all the workers was that they want complete participation of workers in management, right from the shop floor level to the top level.

Apart from this they want that the management should take steps to care for the health and safety of the workers working in the company.

Thus we see that the views and opinions of the workers and management are mostly poles apart on the same issues. The management gives us a picture which shows us a sunny sky and green grass, and the picture that the workers paint, shows a rough road, pebbles and thunderclouds on their pathway.

TRIVENI STRUCTURALS LTD

THE COMPANY-

Triveni Structurals Limited was a joint enterprise of Government of India and Voest Alpline of Austria. It was incorparated in the year 1965. TSL has now no collaboration with Voest Alpine of Austria, and is solely a Government of India Enterprise and a subsidiary of the holding company Bharat Yantra Nigam. Bharat Yantra Nigam is a holding company under the union Ministry of Industry for six engineering companies in the public sector. The group turnover was Rs. 475 crores in 1991.

The company works are located on the main Allahabad - Mirzapur road (State Highway no 44) about 8 Km. from the Jamuna Bridge on 125 hectares colland. The works are served by a special railway siding from the Naini Railway station and is thus conveniently connected by rail and road to all the Major port towns and hinterland.

Manned by a team of highly skilled and specialized technical personnel and workforce, it has all the infrastructure and facilities for a fully integrated turnkey operation in any core sector. It's activities range from manufacturing and installation to execution of large enginnering turnkey projects of total systems. The production programme of TSL includes Hydraulic Structures likes Gates, and Hoists, Civil Engineering, Penstocks Pipelines, Pressure vessels, Heat Exchangers, Storage Tanks, Tall self supporting towers/ guyed masts, for television, microwave, VHF, radar and other communication systems, EHV power transmission lines upto 400 Km/ on turnkey basis, heavy structural steel works, cranes, passenger and material ropeways, nuclear equipments, oil rig structures and products for many other applications.

TSL's emphasis on manufacturing quality products, matching any given standard according to international codes and specifications has enabled it to successfully compete in foreign markets with valuable references already earned in Zambia, Tanzania, Malaysia, Sri Lanka, Iraq, Kampuchia, Mauritius and Nepal.

It's out standing contributions of technological brilliance in India and abroad are the 300 m high self supporting T.V. tower at Bombay. 150 M free span, super dome roof structures of Indoor stadium for Asiad 82. Asia's largest Radical gates at Srisailam (India) Sophisticated nuclear equipment for Bhabha Atomic Research Centre. Bombay, LD convertor shops for TISCO, Super thermal power project for NTPC, Indias first dual system passenger Aerial Ropeway in Nainital on turnkey basis, Coal washery project at Madhuband, complete D/C Transmission line projects for Thailand and Nepal on turnkey basis, and the latest VHF communication system for defence.

TSL's accent on quality and advancing the frontiers of technology has attracted wide recognition. It has a commendable record of achievements and has emerged as a leading international organisation for turnkey projects from concept to commissioning with ambitious plans for expansion and diversification.

The Range of Products manufactured at TSL is as follows:-

- 1. Building structures.
- 2. Towers and Masts.
- 3. Bridge structures.
- 4. Pipes and Penstocks.
- 5. Pressure vessels and Tanks.
- 6. Gates and Hydraulic structures.
- 7. Mechanical Equipment
- 8. Ropeways.
- 9. Turnkey Projects.
- 10. Spare parts and other accessories.
- 11. Miscelloneous Equipments.

TSL has a seperate well organised Research and Development division which is constantly striving for quality improvement and innovations. It's contributions have been in several new fields such as equipment for use in nuclear plants, development of welding techniques solar energy utilisation, waste disposal etc.

PURCHASE DESPATCH ANCILLAIRY DY.M T.O./INSURANCE DY.M.ESTABLISHMENT CM.(PMC) DY M. I ED CM(I.QC) TRIVENI STRUCTURALS LIMITED, NAINI- ALLAHABAD M. HRD CM(ENGG) STORES DY. GM.(P) M. R&D (A' SUBSIDIARY OF BHARAT YANTRA NIGAM LIMITED) M.EDP G.M.(T) M. WED CM. M. COLLECTION M. PRODN M. PED BCARD OF DIRECTORS DIRECTOR CHAIRMAN G. M(F) MANAGING BOMBAY CALCUITA DELHI M. A/C.MIS REGIONAL MANAGER MANAGER MANAGER MANAGER PUBLICITY MARKETING REALIASATION EXECUTION MANAGER CM TENDERING G.M.(C) M. SITE DY, GM(C) E P.E. D.GM(E/S) LEGAL DM(PEIR) DM(W&A) AUDIT DGM(P&A) CO. SECY

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Growth and Expansion

TSL made rapid strides in the early eighties through meticulous planning, better financial control and introduction of latest production techniques. It's production of Rs. 12.05 crores in the year 1980-81 more than doubled, touching a figure of Rs. 29.48 crores in the year 1985-86.

Present Situation-

In 1986 four of the BYNL subsidiaries were making profits Today one on them Triveni Structurals Ltd. has joined the ranks of sick.

TSL had made a profit of Rs. 1.86 crores in 1986-87 but a years later, the unit had to admit to losses of Rs. 4 crores. In 1990 it sank in a little more with losses of Rs. 4.4 crores.

The good market that TSL had created for itself in the starting year have now been lost. TSL has had a bad rating in the market because of its failure to meet delivery schedules on time.

In 1990, BYNL had three profit making subsidiaries and three loss making, as a result of which it had a loss of Rs. 17.84 crores in 1990.

MANPOWER RESOURCES-

TSL has a fine team of specialised professionals and trained engineers with a total workforce of about 2000, manning various departments and workshop. It's activities are further backed up with an additional man power resource of nearly 1000 through its various ancillaries sub contractors and temporary workers.

TSL has got various welfare schemes and participative forums in the company for the workers and takes great interest in the proper development of its workforce.

INDUSTRIAL RELATIONS IN TSL

As on 28.2.91 there were 2,003 employees at Triveni Structurals Limited (including supervisors and managers) The given organisational chart shows us the organisation structure at TSL.

At TSL there are written rules regarding policies concerning recruitment, promotion, dismissal, discharge, wages, TA,DA and other such rules relating to the personnel field.

In case of vacancies, there can be both direct recruitment, and promotion from within the company, provided the essential qualifications are present. Both in the executive and non executive cadre in case of a number of vacancies, 25% of the seats can be filled by promotion and 75% by direct recruitment. When a post is advertised in papers then the serving employees who are qualified for the post can also apply forwarding their application through the head of the department.

In case of promotions, merit, effeciency and past performance form the basis for grant of promotion in the case of "executive posts of technical and non technical cadre".

In case of non executive cadre, seniority along with suitability is generally considered while giving promotions

A promotion is due only after a person has completed two year job at the last post, in case of non executives, and three years in the case of executives.

Since 1990, the scheme of voluntary retierment has also been implemented at TSL but not at the companys initialive but as a result of government pressure. Persons who retire voluntarily are given certain benefits by the management.

TRADE UNION

Unlike most public sector units, TSL has got only one trade union, known as 'TRIVENI STRUCTURALS KARMCHARI SANGH" This trade union is not affiliated to any of the national trade unions and does not have any outside leadership also . There are 21 executive members of the trade union.

Though the trade union is not affiliated to any national trade union but personally the employees are affiliated to one or the other trade unions like INTUC, CITU, BMS, etc.

System of Election:- The president, vice president, secretary, treasurer and joint secretary are elected by direct ballot.

Though the company has no hand in the union's elections it does provide them with all facilities for elections. The management also never interferes with the method of election choosen by the union.

After the elections, when a formal body is formed, the registrar of trade unions, UttarPradesh, recognises the elected body for a particular period. This same elected body is also recognised by the company. The union elections are held every two years.

Once the union is recognised in TSL they are then included in all matters concerning welfare production or even administration problems.

Since the trade union is not affiliated to any central trade union. There is very little influence of political parties on the union, and as a result, in most cases Triveni Structurals, Limited is not affected by national or political calls for strike.

WORKER'S PARTICIPATION IN MANAGEMENT

There is active workers participation in management at TSL (according to the management). According to the information provided by the management, there are

various participative forums and committees in the company, in which there is equal participation from both the management side and the workers side. The workers in these committees are appointed by the unions. The various committes where workers participation in management takes place are as follows-

- (i) Employee Provident Fund Trust
- (ii) Canteen Managing committee
- (iii)Quarter Allotment committee
- (iv)Benevolent Fund Advisory committee.
- (v) Safety committee.
- (vi)Different shop committees.

Apart from these, there are ten shop councils. The chairman of the company is always a member of these committees. There is one plant council also.

According to the management in TSL, participation is quite rich, and all efforts are made to take union in decision making at various stages, except in those cases where there is some confidential information, which can not be parted with. And hence all decisions, except technical ones are taken after a discussion and consultation with the workers. The management claims to have consultative participation and Decisive participation at TSL.

Some of the various issues, which are discussed by the management with the worker representatives, are as follows-

- (i) Ways and means of improving the productivity and performance.
- (ii) To monitor suggestions for improvement.
- (iii) To enforce punctuality and discipline in the shop floor.
- (iv) Working conditions
- (v) Safety
- (vi) Absenteeism.
- (vii) Maintenance and Material Handling
- (viii) Quality of production
- (ix) Any other relevant issue.

LABOUR WELFARE AND SOCIAL SECURITY

To motivate the workers employed at TSL there are various welfare schemes and social security measures, which are being implemented in the company for the workers benefit

The various labour welfare schemes are as follows-

- (i) Medical reimbursement for self and family
- (ii) Caşh subsidy for canteen
- (iii) Subsidised Transport
- (iv) Conveyance Allowance
- (v) Free uniforms, protective covering and shoes
- (vi) Cooperative consumer stores.
- (vii) Cooperative credit and thrift society
- (viii) Interest subsidy on Housing loans.
- (ix) Children education allowance
- (x) All other statutory schemes.

The various social security measures are as follows-

- (i) Contributory Provident Fund and Family Pension.
- (ii) Gratuity scheme.

Charles Addition to be

- (iii) Group Insurance (general)
- (iv) Group Insurance against personel accident
- (v) Social group life insurance
- (vi) Contributory death releif fund
- (vii) Benevolent fund scheme
- (viii) Employment to son of deceased employee.
- (ix) All other statutory schemes.

GRIEVANCE REDRESSAL PROCEDURE

Earlier at TSL the Grievance Redressal Procedure was such that the employees were required to send their grievances in prescribed form to the personnel department. Then information was collected from various departments and all possible efforts were made to reply to the concerned employee, within seven days and solve his problem. But some problems came in this system, and the system was dropped.

According to the present system, four officers, one from the personnel department, one from the finance department, and two officers from the workshop are deputed to listen to the grievances daily between 10 a.m. and 11 a.m. these officers sit in the time office where a register on grievances is maintained Most of the grievances which come to these officers are related to the personnel or the finance department. The concerned officers are supposed to collect the desired information from the concerned department and on the seventh day satisfy the employee, regarding his grievance.

Most of the complaints and grievance which come to these officers are solved, But often there are cases which do not find a solution at the company level, and hence go up to labour courts. On an average 4-5 cases end up going to the labour courts each year from TSL. At present 27 cases are pending in labour courts. Most of these cases deal with service matters, like transfers, promotions etc. Some are about compensation to workers injured or dead while working for TSL, some are about theft.

Some of these cases are pending in courts since 1975, in certain cases the management does not want the employee back in the company, so prefer to go on having the case. In certain cases the employee prefers the case to go on, having no will to work.

In most cases, the charges of theft, misconduct etc. are not proven and as a result the management usually looses the case and when the employee against whom

such a charge had been issued comes back to work he becomes a headache for the managemet.

The management is of the opinion that the labour courts are generally prolabour and anti-management and hence the workers usually end up winning the case in court.

STRIKES.

Since the inception of TSL in 1965 there have been only two major strikes.

The first one was in 1971, it started on the 16th of Dec. 1971 and lasted for fourty two days. The chief reasons for this strike were as follows.

- (i) Some workers had been terminated the others demanded to reinstate them
- (ii) The workers demanded the regularisation of those workers who were not so .
- (iii) There were certain demands about changes in the working hours, increase in leaves and other such service conditions.
- (iv) The workers also opposed to the ESI rules implemented by the government.

The second strike was in 1978 and lasted for six days, and the chief reason for the strike were related to the canteen facility provided to the workers. The workers demanded certain changes in this facility.

In both these strikes the workers had to with draw their call unconditionally and they even had to loose their wages for the strike period.

Apart from these, there have been certain, token strikes, on national call, or to protest for a national cause which have not lasted for more than one day.

RESULTS OF THE SURVEY

The management gives us a very rosy picture of the state of industrial relations in their company. If one beleives all that the management tells us, we'll know only one side of the story and if we hear only the workers view point then too we get only one side of the story. It is there fore essential to study both the managements view point and the workers view point, and then come to a conclusion while studying Industrial Relations in a company.

In the following sections an attempt has been made to study the management view point, the trade union leaders view point and the workers view point, on the basis of the questionnaires filled by the above for the researcher.

MANAGEMENT'S VIEW POINT

- (i) The response of the management regarding the state of labour management relations in TSL which was marked by the respondent on a given scale shows the general tendency that indicates that the labour management relations are good. There is a very positive inclination on the scale towards good and it stands on the scale at point between + + and + Therefore we may say, that the management feels that the labour management relations are good and the workers are happy and pleased with the management.
- (ii) The management believes that the labour legislations made by the government are pretty helpful in bringing about cordial labour management relations in the industry. They feel that these legislations are in favour of the workers. (+ +)
- (iii) According to the management the scheme of workers participation in management has been implemented in the company and is working actively but as far as the effeciency of the scheme in the unit is concerned they say that it is just effecient and not very effecient (+)
- (iv) Personnel officers and labour officers always play a very important role in any company by acting as the link between the workers and the management and much depends on their capabilities in solving grievances and preventing disputes. At TSL the personnel officer have not been very successful in preventing disputes or satisfy-

ing workers and their performance has been just mediocre., judging by the response. (Between + and-)

- (v) The management feels that the labour welfare measures, both statutory and any other which are implemented by the company help a great deal in minimising labour-management disputes. This is because by starting more and new welfare measures in the company. The management can please the workers and make them happy and satisfied (++)
- (vi) Regarding the effeciency of the Grievance Redressal Procedure, also there has been a positive response from the managements side they believe that the present system is effecient, and that the management is able to satisfy at least 50 percent of the workers by solving their grievances (+)
- (vii) In regard to the question whether workers are satisfied by the dispute settelment of the company, there was an almost 2/3 rd response in favour, i.e. 2/3 rd of the management personnel questioned felt that the workers are satisfied by the dispute settelment procedure of the company and are satisfied by the solutions reached as a result of this procedure.
- (viii) The overall view without any exception on the management side is that improvement in the level of workers education will definetely improve the industrial relations in a company. The Central Board of Workers Education should take steps to educate the illeterate workers and increase the sphere of knowledge of those who are already educated,
- (ix) 2/3 rd of the management personnel questioned beleive that trade unions help in solving dispute in a company. They beleive that if the trade unions do not take a militant view and are cooperative and understanding they can always contribute towards better and cordial labour relations.
- (x) The management is not at all in favour of outside leadership because they say that outside leaders bring with them politicalisation of unions. They can even break up

unions into small fragments, Outside leaders are not overly concerned about the welfare of the workers and instigate them against the management.

- (xi) The management is not in favour of the scheme of workers participation in ownership as yet, because they feel that the workers are not educated properly and hence will not be able to understand their responsibility fully.
- (xii) The chief reasons given by the management for labour unrest and disputes are as follows-
- a. Unsatisfactory response to employee grievance.
- b. Demand for higher wages.
- c. Demand for perks and bonus
- d. Workers desire for maximum benefit
- e. Financial constraints of the company.
- (xiii) Most of the disputes which are setteled at plant level are related to day to day matters, like canteen, transport, uniform, availability of raw materials, deadline to finish a product, bonus matters disciplinary matters, problems relating to leave, time office etc.

In most cases the time needed for the settelment depends on the nature of the dispute and the time taken may be anywhere from one week to one year.

Though at TSL, there have been no major strikes since 1978, the management feels that the major reasons for a strike come up when there is discontent among the workers, regarding any problem relating to canteen, transport, disciplinary matters etc. some times the trade union leaders instigate the workers to go on a strike for a matter which may not be of much importance to the workers. Sometimes strikes may be due to matters relating to financial status of the workers i.e. dealing with perks bonus, leave etc.

The trade unions can play a dual role in the relationship between the labour and management. They can instigate workers to go on a strike and they can also prevent a strike from taking place

- (xiv) The factors most essential for cordial labour management relations according to the management are as follows-
- a. Effective Grievance Handling Machinery.
- b. Speedy settelment of Grievances.
- c. Genuine concern from the management for the problem.
- d. Humane approach to a problem.
- e Proper implementation of personnel policies.
- f. Trained and skillful officers to deal with industrial relations.
- g. Workers participation in day to day problems.
- h. Education and training to workers.
- i. Proper implementation of social security and labour welfare measures.
- j. To maintain dignity of labour
- k. Impartiality with employees.
- I. Maintain discipline
- m. Continuous growth of the company
- (xv) The management has various expectations from the trade union operating in the concern Some of these expectations are as follows-
- a. Trade unions should always have a constructive approach
- b. To help in maintaining higher rate of productivity
- c. To help in maintaining discipline among the workers.
- d. To help in maintaining a harmonious and healthy climate.
- e. To adopt a positive attitude while negotiating with management
- f. To maintain a just approach
- g. To have a genuine evaluation of the problem and its settlement.
- h. To understand the financial constraints of the company and cooperate.

TRADE UNION LEADER'S VIEW POINT

The trade union operating at Triveni Structural Ltd. Naini is known as "TRIVENI STRUCTURALS LIMITED KARAMCHARI SANGH" There is only one registered union, and it is not affiliated to any of the national trade unions.

There are 21 executive members of the union, and all of the workers at TSL are members of this union.

The union leader is of the opinion that the union management relationship is not good, there are various demands and expectations of the union that are not fulfilled by the management. The various reasons responsible for tension between the union and management are as follows-

- a. Work and raw materials are not provided on time to the workers.
- b. The needs and demands of the workers are not fulfilled on time
- c. The union beleives that the management appoints immature and in inexperienced managers who lack in proper understanding.
- d. Workers are not given the work they are capable of doing i.e. the talents of the workers are not utilized.
- e. Workers are not treated properly and with respect.
- f. Promotions are not given in a time bound manner.

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The union leader is of the opinion that arbitration is the best method of solving a dispute, followed by conciliation and then Adjudication. The leader feels that the personnel officers in the company are not capable in solving disputes., and feel that they are inexperienced.

As far as the Grievance Redressal Procedure is concerned, the union leader beleives that a fixed system of grievance redressal is better, than a system which is changed as and when the circumstances arise This is because proper justice can only be ensured when all the grievances of all the workers are treated in the same way.

The management at TSL had praised the Workers Participation in Management scheme in their company. But the union leader says that there is no such scheme of workers participation in management at TSL, and he says that the union is never invited to participate in management at TSL.

The union leader says that "Strike" is a weapon in the hands of the workers and the main reasons why workers go on a strike are as follows-

- a. The management not providing enough work to the workers.
- b. When the company is working at a loss, and the workers see their future in the dark then the workers may resort to strike to make the management aware of the pitiable condition.
- c. When the workers are exploited by the management they may resort to a strike.
- d. When labour welfare is not cared for and proper welfare facilities are not provided to the workers on time.
- e. When certain demands of the workers are not fulfilled, they may go for a strike.

The union leader says that there should be both the scheme of workers participation in management and the scheme of workers participation in ownership, because this will help to-

- a. Improve the terrible state in which the public sector units are working at present.
- b. Increase the production capacity of the plant.
- c. To bring about better coordination between the workers and the management.

To have more and better quality participation in a company the following methods can be implemented to improve the workers ability to participate (given in order of preference)

- a. Participative Training.
- b. Refresher courses.
- c. Formal Education.
- d. Adult Education.

Following are the various fields where, the union leader feels that Participation is more necessary (given in order of preferance)

- a. Sales and Production
- b. Policy Decisions.
- c. Welfare affairs.
- d. Bonus affairs.
- e. Administrative and supervisory affairs.
- f. Increase in production.
- g. Safety and insurance
- h. Job adjustment
- i. Budget.

The leader feels that government interference in workers participation in Management schemes is correct, and that only when the government takes the initiative does the company take steps to promote such a scheme.

The leaders feels that there are the following factors which motivate a workers most . (given in order of preferance)

- a. Promotion
- b. Gifts.
- c. Recognition.
- d. Money

Though the leader is in favour of government interference from time to time but it feels that the labour legislations made in the country are not in favour of the workers.

The union leader feels that it is very essential to have the scheme of workers participation in management in the company, and it should not be on paper only, but it should be in practical use also.

WORKER'S POINT OF VIEW

An analysis of the questionnaires filled by the workers has been done on the following pages, and all graphical representations have been done in the form of pie graphs, for convenient comparisions.

All the workers interviewed at TSL were members of the trade union but some of them did not even know the correct name of the union.

The following are the results of the analysis of the workers questionnaires at TSL

(i) WORKER'S AND WORKING CONDITIONS (Pie graph TSL I)

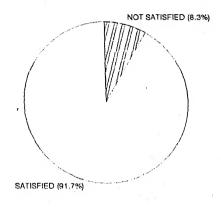
At TSL it was seen that only about 8% of the workers were not satisfied by their working conditions. The rest 92% workers were satisfied by their working conditions. It is very essential for the workers to be satisfied with their working conditions, because only then, can they work in a strain free atmosphere and feel comfortable with the work they are doing and hence help in increasing productivity.

(ii) ARE WORKER'S SATISFIED BY THE WORKING OF THE UNION (Pie graph TSL II)

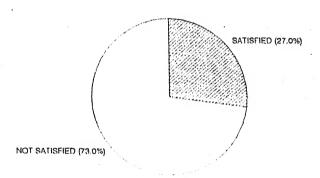
Out of all the workers talked to only 27% of the worker are satisfied by the working of the union, while 73% of the workers are not satisfied by the working of the union eventhough all the workers were members of the union. This dissatisfaction by the unions working shows the lack of faith and confidence they have in the union, of which they are members.

TRIVENI STRUCTURALS LIMITED

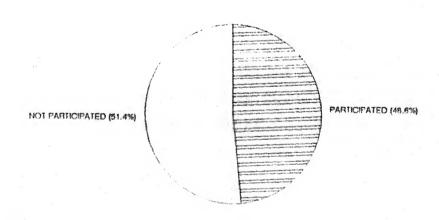
TSL I WORKER'S AND THE WORKING CONDITIONS



TSL-II ARE THE WORKER'S SATISFIED BY THE WORKING OF THE UNION



TSL-III DO THE WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE UNION



(iii) DO WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE UNION (Pie graph TSL III)

There is almost a 50-50 demarcation on the issue of participation in union activities while 49% of the people openly participate in union activities , 51% of the workers do not participate in union activities. The large number , constituting almost half of the members of the union who do not participate in union activities shows their lack of interest in the union and since so many people do not participate in union activities, it is not very surprising that 73 percent of the workers are not satisfied by the unions working.

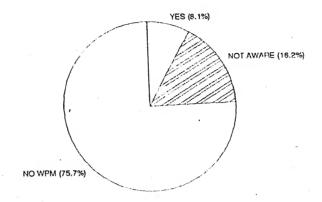
(iv) DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPATION IN MANAGEMENT (Pie graph TSL IV)

Regarding the above question there are three distinct categories which are made, and almost 3/4rth of the workers, i.e. 75% of worker have given the response that there is no scheme of workers participation in management, of the remaining 1/4 rth, 16% of the workers are not aware whether they have workers participation in management or not they have not given either a positive or a negative response and only 8% of the workers have given a positive response and said that yes, there is the scheme of workers participation in management at TSL such a response is in complete contrast to the response given by the management at TSL that they have active and rich workers participation,

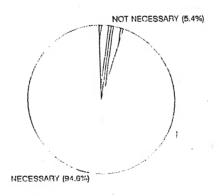
(v) IS WORKER'S PARTICIPATION IN MANAGEMENT NECESSARY (Pie graph TSL V)

Whether, WPM is a necessity or not is a question which should always have a 100% postive response from the workers side, but even here at TSL, we find a very small group of workers who are of the opinion that workers participation in management is not necessary such persons constitute about 5% of the total.

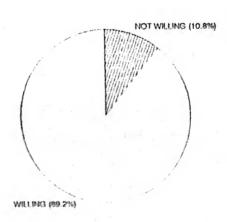
TSL-IV DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPA-TION IN MANAGEMENT



TSL-V IS WORKER'S PARTICIPATION IN MANAGEMENT NECESSARY



TSL VI WORKER'S WILLINGNESS TO PARTICIPATE IN MANAGEMENT



(vi) WORKER'S WILLINGNESS TO PARTICIPATE IN MANAGEMENT (Pie graph TSL VI)

At TSL, only 10% of the workers are such who do not want to participate in management. The rest 90% are willing to participate in management, and feel that they should be given proper opportunity to do so.

(vii) FACTORS WHICH MOTIVATE A WORKER TO PARTICIPATE IN MANAGE-MENT (Pie graph TSL VIIa, VIIb. VIIc, VIId)

Four factors were given, and the workers had to mark his preferance beside each factor on the basis of the results, four pie graphs have been made one each for each factor, and these graphs show the lst, IInd, IIIrd, and IV rth, preferance given to that factor by the workers.

On the basis of the graphs it has been concluded that lst, IInd, IIIrd, and IV rth, preferances are as follows-

Ist Preferance - ENCOURAGEMENT.

IInd preferance - PROMOTION

IIIrd preferance - MONEY

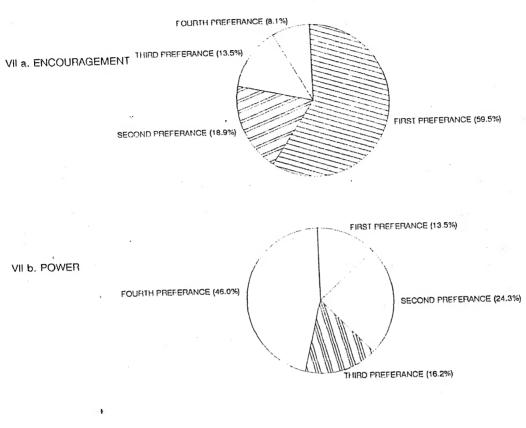
IV rth preferance - POWER

Thus we see that encouragement can motivate a worker most to participate in management. Followed by promotion, then money, and then power.

(viii) DO WORKER'S GIVE SUGGESTIONS EVEN IF THEN ARE NOT REWARDED (Pie graph TSL VIII)

There are just about 10% of the workers who feel that if they are rewarded for all good suggestion that they give to the management, the workers will take more interest in the companys welfare. The rest 90% of the workers do not expect a reward for any suggestions that they give.

TSL VII FACTORS WHICH MOTIVE A WORKER TO PARTICIPATE IN MANAGEMENT



FIRST PREFERANCE (13.5%)

SECOND PREFERANCE (21.6%)

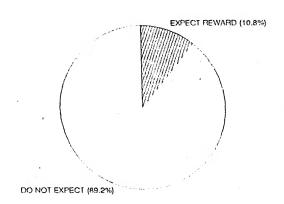
FIRST PREFERANCE (13.5%)

VII d. PROMOTION

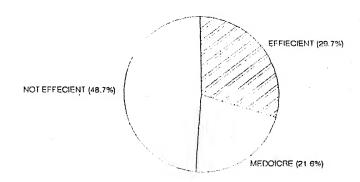
THIRD PREFERANCE (27.0%)

VII c. MONEY

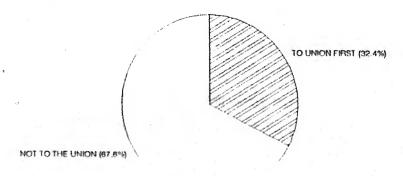
TSL VIII DO WORKER'S GIVE SUGGESTIONS EVEN IF THEY ARE NOT REWARDED



TSL IX EFFECIENCY OF GRIEVANCE REDRESSAL PROCEDURE



TSL X SHOULD COMPLAINTS FIRST GO TO THE UNION BEFORE GOING TO THE MANAGEMENT



(ix) EFFECIENCY OF GRIEVANCE REDRESSAL PROCEDURE (Pie graph TSL IX)

Almost half i.e. 48% of the workers questioned feel that the gievance redressal procedure at TSL is not at all effecient. Which means that their grievances have not found a satisfactory solution. About 30% of the workers feel that the system is effecient and 21% feel that the system is mediocre with great scope for improvement.

(x) SHOULD COMPLAINTS FIRST GO TO THE UNION BEFORE GOING TO THE MANAGEMENT (Pie graph TSL X)

32% of the workers feel, that in case of a complaint, the complainant should first go to the union, and then it is the duty of the union to solve the issue at its level with the management, and provide a solution to the complainant, 68% of the workers feel that the union should not be involved in the begening and the worker should approach the right authority on his own, and only if this does not bring the solution should the union be approached.

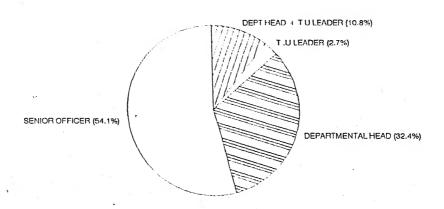
(xi) OFFICER APPROACHED IN CASE OF A COMPLAINT (pie graph TSL XI)

In case of a complaint 54% of the workers directly approach the officer/supervisor directly senior to the complainant. 32% of the workers, directly approach the department head in case of a complaint. 10% approach both the department head and the trade union at the same time and 2.7% approach only the trade union leader in the company.

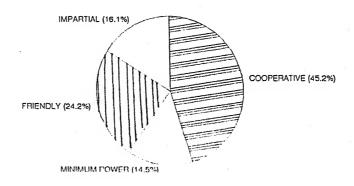
(xii) QUALITIES ESSENTIAL IN A GOOD SUPERVISOR (Pie graph TSL XII)

According to the workers, the most essential quality in a good supervisor is that he should be cooperative, after that he should be friendly with the workers, he should be impartial and lastly he should make minimum use of the powers given to him.

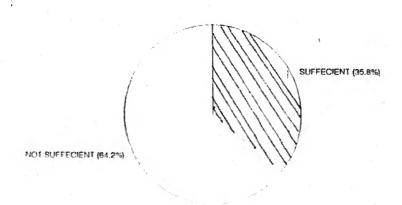
TSL XI OFFICER APPROACHED IN CASE OF A COMPLAINT



TSL XII QUALITIES ESSENTIAL IN A GOOD SUPERVISOR



TSL XIII PROMOTION CHANCES



(xiii) PROMOTION CHANCES (Pie graph TSL XIII)

62% of the workers feel that there are not suffecient chances of promotion in the company and want that promotion chances should be increased so that the workmen are motivated to work harder while only 37% feel that there are enough chances of promotion.

(xiv) BASIS OF PROMOTION IN THE COMPANY (Pie graph TSL XIV)

Though the company has got laid down rules for promotion, the workers do not think so 45 percent of the workers say that promotion is based on senority, 32% say it is based on merit 16% feel that merit and seniority are considered and,5% say that it depends on officers mood, nepotism and favouratism.

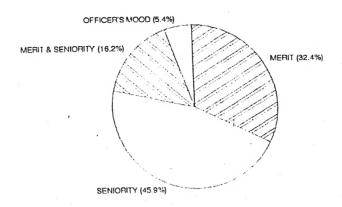
(xv) BASIS OF PROMOTION WHICH WORKER'S SUPPORT (Pie graph TSL XV)

There are three equal division among the workers regarding their choice of best system for promotion. One part says merit is the best method the other part says that seniority is the best, and the third part says that both merit and seniority should be considered.

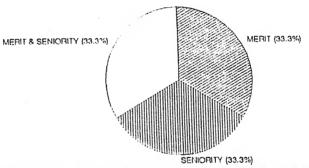
(xvi) DOES THE COMPANY INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME. (Pie graph TSL XVI)

67 percent of the workers feel that the company does not inform the workers of its policies from time to time while 32% say that the company does inform. This means that the companies communication system is not proper and information is not properly shared with the workers. The communication/information channel is not smooth.

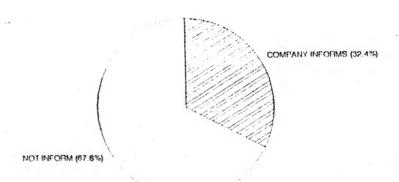
TSL XIV BASIS OF PROMOTION IN THE COMPANY



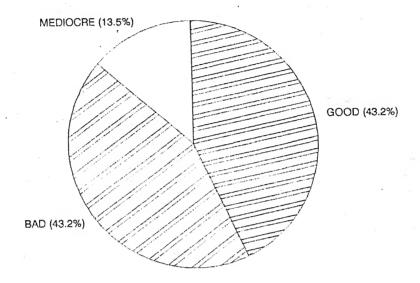
TSL XV BASIS OF PROMOTION WHICH WORKER'S SUPPORT



TSL XVI - DOES THE COMPANY INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME



TSL XVII LABOUR MANAGEMENT RELATIONS ACCORDING TO THE WORKER'S



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(xvii) LABOUR - MANAGEMENT RELATIONS ACCORDING TO THE WORKER'S (Pie graph TSL XVII)

The response received to this question is rather interesting, since an equal number of workmen say that the relation are good and bad, 43.2% say that the relation are good.

Another 43.2% feel that the relations are bad, while 13.5% feel that the relationship is mediocre.

(xviii) The workers in all companies both public and private sector always have certain hopes and wishes which they want the management to fulfill It is a different issue, whether these hopes are fulfilled or not.

At TSL, following are the chief hopes, wishes or demands of the workers, which they want the management to fulfill -

- 1. Brighter prospects for the company
- 2. Bringing in more project for the company
- 3. Providing better facilities to workers.
- 4. Bringing raw materials on time;
- 5. To have timely promotions in the company
- 6. To ensure proper safety measures
- 7. To manage the company effeciently
- 9. To increase productivity of the company
- 9. To ensure workers welfare
- 10. To provide wages bonus etc. on time.
- 11. The management should maintain leniency towards the workers.
- 12. To implement the scheme of workers participation in management
- 13. To get workers grievances solved quickly and effeicently.
- 14. To maintain discipline in the company
- 15. To encourage the workers from time to time
- 16. To ensure proper administration
- 17. To maintain cordial relations with the workers

- 18. To provide good machinery.
- 19. To have the scheme of workers participation in ownership
- 20. Better wages for Better work done
- 21. Timely completion of orders brought to the company
- 22. Impartial attitude.
- 23. To make the company a profit making organisation.
- 24. To pay all dues to the suppliers and maintain the credibility of the company.

CONCLUSION (TSL)

Industrial relations at TSL, can be said to be good, if we study the record of strikes in the unit. Which shows that there have been very few occassions where any issue had to take shape of a strike to get to a solution for it. But, as we know, an absence of strike does not always mean that industrial relations are good. This is evident from the fact that the management feels that labour management relations are good in the company, the union leader feels that the labour management relations are bad and among the workers about 43% of the workers say that the relationship is good. Another 43% say that the relationship is bad, and the remaining about 13-14% of the workers have taken the mid path and said that the relationship is just mediocre. As a result of this we can say that there is an absence of proper coordination among the workers and the management. The management tends to give a rosy picture of the relationship. The union gives an opposite image, and the workers are devided into three distinct categories, with an equal amount giving two absolutely opposite answers.

A very important sphere of industrial relations these days is Workers Participation in Management. The government is also taking various steps to increase workers participation im management. At TSL, the management gives us a long list of the various participative forums functioning in the unit, and claims to have active workers participation on one hand and on the other hand the union leader says that there are no such forums and there is no workers participation in management at TSL. The workers have been divided into three groups regarding this issue and 75% of the workers say that there is no scheme of workers participation in management about 8% say that yes there is WPM at TSL and 17% are just not aware whethere there is any such scheme or not.

This shows that the management is failing to communicate with the workers. Either these schemes exist just on paper, or if they are functioning then only a handful of the workers are aware of it, and the union does not get to play any part in it.

The management has been of the opinion that the Grievance Redressal Procedure in their units is quite effecient and successfully solves most of the problems, whereas about 49% of the workers are of the opinion that the grievance redressal procedure at TSL is not at all effecient and only 30% workers say that the system is very effecient whereas the rest have choosen the mid path, and said that its okay. But the fact that almost half of the employees feel so strongly against this system shows that there is some thing wrong in the system and it needs to be properly studied and changed accodingly. Though the management says that the grievance redressal procedure is effecient, It still realises that about 39% of the workers are not satisfied by the settelments reached by the management.

The management the union leader and the workers all feel that the trade unions can play a very important part in preventing dispute. The trade union, especially when there is only one union helps in acting as the link in the chain between the workers and the management. Though, the management may sometimes feel that it is more difficult to handle a single union than a situation where there are more than one union because in case of a single union all the workers are united as one, whereas in a multi union situation often there are disputes between the unions and hence they do not unite as one, and the management takes advantage of the situation.

A union is always supposed to work for the workers benefit, and thus satisfy the workers, But at TSL it has been seen that only about 27% of the workers are satisfied by the working of the union, while 49% of the workers actively take part in union activities.

The workers want that they should be treated in a humane way and should be encouraged at all times so that they are motivated to work harder for the company. They also want that their senior officer or supervisor should maintain a cooperative and friendly attitude towards them.

A prominent feature which can be noticed among the wishes or hopes that the workers have from the management is that the workers are realising the bad state of the company, and want the management to improve the condition. They want the

management to bring in more work for the company, bring in raw materials on time, and pay to the suppliers on time, this shows that the workers are concerned about the company and know that when the company functions properly only then is the future of the workers working in the company secure.

INDIAN TELEPHONE INDUSTRIES THE COMPANY-

The Indian Telephone Industries is the premier public sector undertaking established by the Government of India, for fulfilling the needs of telecommunications in the country. ITI has in all. seven units. viz Bangalore unit, Naini unit, Rae Bareli unit, Srinagar unit, Palghat unit, Mankpur (Gonda) unit, and Keonics, with its corporate office at Bangalore.

The Naini unit of ITI is located about 16 Km. from the holy city of Allhabad. On the Allahabad Mirzapur highway. The Naini unit started in 1971, and is at present the second largest in the family in terms of production, manpower, and profitability.

Since its inception in 1971 the unit has been marching ahead with a steady growth and has achieved the twin objectives of producing the vital telecommunications equipment, requiered by the country, and the socio- economic development of the region starting with a production of 1.66 crore with a staff strength of about 400 during 1971-72. The unit has produced equipments, worth Rs. 121.6 crore, with a staff strength of more than 4000.

The manpower position in ITI Naini as on 28.2.91 was a total of 4,970 employees which includes officer, workers apprentice engineers and government apprentices.

equipments for rural, intercity, and intracity communication needs of the national telecommunication network. It has put great thrust on rural telecommunications equipment by developing and producing indigeneous products like 3 channel SAX, single channel VHF, and expedious indigenaisation of multi Access rural Radio System (MARR), which was taken up under collaboration with M/S. Kokusai of Japan. Simultaneously the unit has entered the area of optical fibre communication equipment to keep pace with the advances in technology and meet the future needs of the country. The unit also manufactures subscriber telephone instruments, for use by C- DOT.

As the production of modern telecommunication equipment is highly technology intensive the unit is backed by most modern Research and Development division. The unit has not only raised the production level, but has also improved its profitability, by improving productivity, effeciency and by reducing wastages, while maintaining quality level the cost of equipment has been reduced due to ceaseless efforts to improve design and manufacturing process.

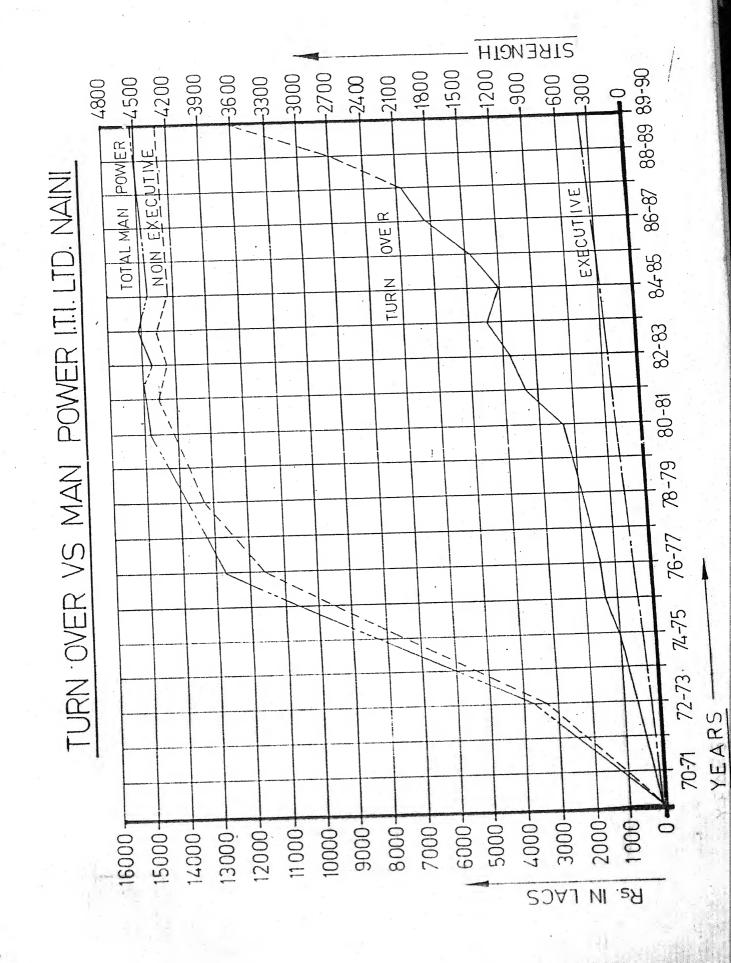
During the period 1990-95, an annual growth rate of 20% is envisaged. The present production level of 121 crores at Naini shall cross 250 crores. The new product lines to be introduced are:-Complete range of optical fibre system, Digital UHF systems, point to multipoint system, and single channel VHF etc.

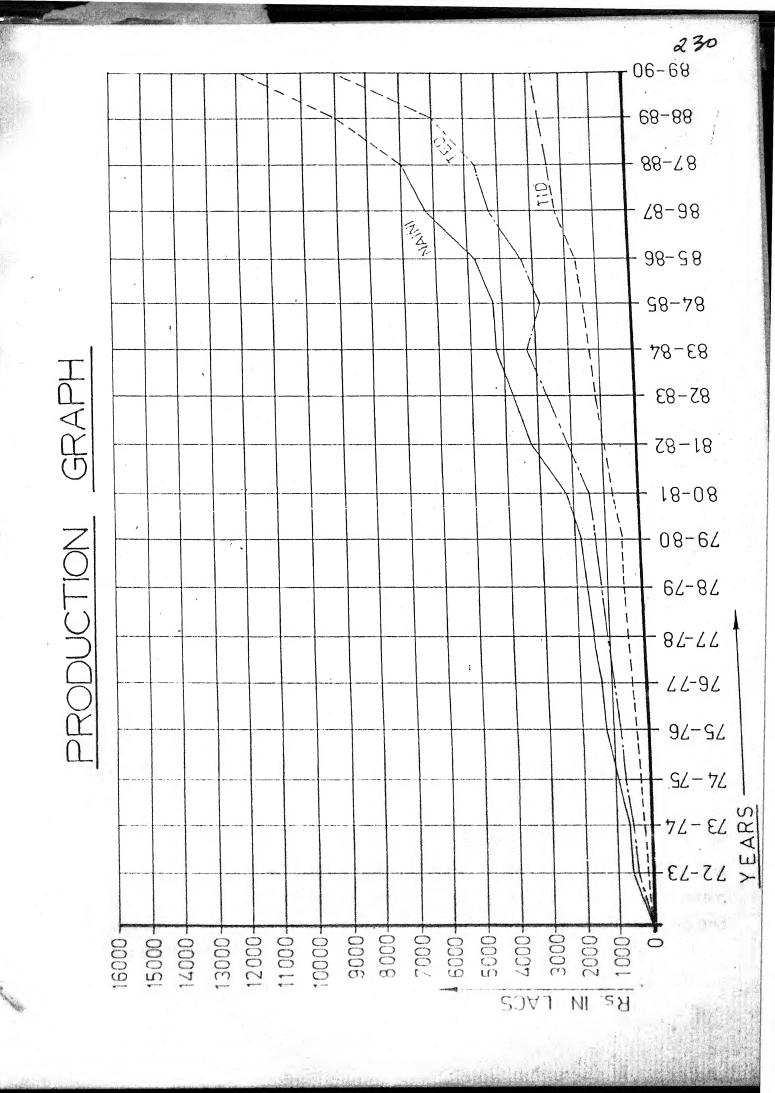
The various transmission products manufactured by ITI, Naini are as follows:-

- 1. Multiaccess rural Radio System.
- 2. Single Channel VHF Radio telephone system.
- 3. New Primary PCM system.
- 4. PCM lind and llird order system
- 5. FDM (Ericsson)
- 6. Optical Fibre Equipment
- 7. Equipments for rural application.
- 8. 18.6 MHZ Test equipment

The Telephone instruments division commenced production during 1973-74, with the older version of telephones like T-761, T-681, and Priyadarshni have now reached a production level of 3.25 lakhs instruments per year. Telephone division also manufactures various telephone sub assemblies like receivers, transmitters, dials, ringers etc,ITI has also developed its own electronic telephones, meeting international standards.

Promotion of ancillary industries has been a conscious corporate policy of ITI, implemented over the last two decades. The policy has been aimed at the national object of balanced industrial growth with a view to correct regional imbalances, affecting import substitution through conscious development of technical skills, and generating





employment potential to help economically weaker sections in the rural centres so as to remove disparities in income and wealth. ITI Naini, has developed 30 ancillaries with an employment potential of about 950 persons, and has helped another 250 small scale units to grow as an integral part of the ITI family.

For achieving the production of high quality and high reliability equipment, all efforts are being made starting from input materials vesting to finished goods stage. Some of the activities are as follows:-

- a. Quality circles.
- b. Modernisation of inward goods testing
- c. Life test Laboratory.
- d. Automation of manufacturing assembly and testing
- e. Caliberation
- f. Field feedback and customer training.

ITI Naini is giving utmost care and attention to the welfare of SC/ST employee. In this area, the emphasis is laid not merely adhering to the directives and guidelines. but in trying its best to get at the spirit of such guidelines., In order to monitoring the guidelines on the presidential Directives being carried out, SC/ST cell is formed in the unit which assist the Laision officer of the unit.

MANAPOWER RESOURCES

The ITI, Naini unit started working in 1971-72 with just about 400 employees. The staff position as on 28.2.91 showed that there were a total of 4,970 employees, of which 4073 were workers, 635 were officers, Nine were Apprentice Engineers, and 253 were government Apprentices.

Since 1983 there is only one trade union at ITI Naini, which has led to healthy personnel and industrial relations. Being a public sector undertaking ITI Naini has attached more importance to the welfare of its employees. The various welfare measures under taken include subsidised canteen, transport, hospital, housing and other such facilities.

INDUSTRIAL RELATIONS IN ITI

As on 28.2.91, there were 4,970 employees at ITI (including workers, supervisors and managers)

At ITI, the various recruitment and promotion policies are usually made after they are thoroughly discussed with the union and the union gives its approval. Basically the policy of time bound promotion is followed at ITI, Naini. All employees have been grouped into two broad classifications:-

a. Technical Personnel (including Technical operatives and technical non operatives.)

b. Non Technical Personnel.

For promotion purposes, the number of years of service already put in by an employee is taken into consideration. 10% of the total eligible population of promotion from one category to another category is done on merit basis. Adequate training is provided to workmen, so that they may move up the promotion channel. Promotion from one pay scale to the next higher one, is considered, subject to satisfactory service records as per the existing norms. In selecting supervisors the seniority and aptitude are given major consideration.

TRADE UNION

Till 1983 there were four registered unions at ITI Naini, and there were constant inter union rivalries between these unions, thus adding to the industrial tension. The four union were, "ITI Mazdoor Sangh. (1972) "ITI, Shramik Union (1977)" "ITI Employees Union (1978) " "ITI, Engineering Workers Union (1981)." The ITI Mazdoor Sangh was not affiliated to any central trade union, ITI, Engineering Workers Union was affiliated to INTUC, ITI, Shramik Union to BMS, and ITI, Employeess Union to HMS.

The four unions managed to create a psychological gulf between the technical and non technical unions. Added to this was the peculiar environmental factor

of Allahabad, where politics happens to be the main pastime of most of the people. The ITI management in order to have peaceful and healthy industrial atmosphere came forward with the suggestion of "one Industry one union" Though the initial response was encouraging, the effort did not succeed because of the ego problems of the trade union leader representing the four unions. A strong public opinion was built up among the employees to agree to have only one union by determining the relative strength of the four unions, through secret ballot, and the dissolution of the remaining 3 unions on voluntary basis. The secret ballot was done on 19.4.1983. ITI Mazdoor Sangh received the maximum votes. The other three unions got deregistered and dissolved as per understanding.

The management beleives that the concept of one industry one union has perhaps been realised for the first time in ITI Naini, Paving the way for other industrial organisations to follow suit.

The experience so far at ITI Naini, regarding one industry, one union has been very good both, for the management and the employees. Industrial harmony has been brought about. The last few years have been trouble free and management worker relations are cordial.

The size of the executive committee of the ITI Mazdoor Sangh is about 23.

There are no outsiders in the union.

The total number of executive committee meetings held in a year by ITI Mazdoor Sangh are about fifteen.

WORKER'S PARTICIPATION IN MANAGEMENT

The ITI Naini unit claims to have given full participation to the worker representatives in the following participative forums:-

- (i) Canteen management committee
- (ii) Sports committee
- (iii) Welfare committee

- (iv) Provident Funds Committee
- (v) Committee for the award of the best worker to the workmen for outstanding performance each year.
- (vi) SC/ST cell constituted for the welfare of SC/ST
- (vii) Death Releif Fund Committee
- (viii) Bipartite meeting with management for deciding the general demands of the workmen.
- (ix) Shop councils in three levels.
- (x) House Allotment committee for workers.

A three tier participative scheme was introduced during the year 1972 in the form of jointcommittees. The councils functioned at the Shop Floor/Divisional Level, and the unit level, with representatives drawn equally from amongst the management and workmen ITI also has Apex level Negotiating forum for discussing and initiating interest related issues (on all company basis) raised by employees through their unions and joint consultative forum for officers association, mainly to consult and take their views on service matters.

The introduction of a three tier participative scheme did not achieve the desired objectives due to the following reasons:-

- (i) Absence of total employee participation on account of the existing representative participation.
- (ii) Lack of commitment on the part of the management representatives. Mainly due to the feeling that employees are either not interested or have very limited capacity for participation.
- (iii) Lack of appreciation of role of participative forums in improving the performance by members
- (iv) Delay in implementing decisions.
- (v) Lack of officers participation.
- (vi) Overlapping of issues in Collective Bargaining and different other participative forums.
- (vii) Lack of authority and responsibility for implementing decisions.

- (viii) Emphasis only on welfare issues in the three tier participative forums.
- (ix) Poor communication, particularly with reference to information sharing.
- (x) Lack of clarity as to the roles and the different linkages with the various systems/ subsystems amongst the participative forums.
- (xi) Lack of skills and knowledge about participation.
- (xxii) No effective control and monitoring mechanisims for continuous evaluation of the working of the scheme.

These factors led to a steady deterioration of faith amongst the union and management representatives in the working of the forums.

On the basis of past experience, the company has evolved a new participative scheme, which hopes to develop a positive and constructive relationship between the employees and the management. The new scheme aims for direct participation at all levels. It links the various participative forums with information sharing, consultation and decision making, The chief objectives of this new scheme are:-

- (i) To improve communications.
- (ii) To obtain involvement and commitment
- (iii) Evolve consensus solutions to problems
- (iv) Optimum utilisation of men, machines and materials
- (v) Improvement in Qualitative and Quantitative results.
- vi) Provide scope for job enlargement and enrichment.

The new scheme evolves a joint management council at Macro level. and Functional management councils at Micro level.

The new scheme has yet to be properly implemented since it has not yet received the complete approval of all the workers.

LABOUR WELFARE AND SOCIAL SECURITY.

Being a public sector undertaking. ITI Naini, has attached great importance to the welfare of its employees. The various welfare facilities given to the employees of ITI Naini are as follows:-

- (i) Housing facility
- (ii) Subsidised canteen facility
- (iii) Subsidised Transport facility
- (iv) Uniforms
- (v) Woolen dresses.
- (vi) Safety bonus
- (vii) Award for higher Qualifications
- viii) Reimbursement of licence fee for drivers.
- (ix) Leave Encashment facility.
- (x) Medical facility
- (xi) Attendance Bonus
- (xii) Vehicle Advance
- (xiii) Festival Advance
- (xiv) Leave Travel scheme
- (xv) Creche
- (xvi) Labour welfare centre
- (xvii) School.
- (xviii), Consumer cooperative stores.
- (xix) Multipurpose hall
- (xx) Milk and vitamins
- (xxi) National saving scheme
- (xxii) Facilities for sports and recreation
- (xxiii) Workers Education Programme
- (xxiv) Transport facility to school going children
- (xxv) Conveyance Allowance
- (xxvi) Lunch Allowance.
- (xxvii) Shift Aliowance.
- (xxviii) Washing Allowance
- (xxix) Child welfare

- (xxx) Skill upgradation scheme for categary "A" employees.
- (xxxi) Employment to physically handicapped and exservicemen.

The various social security measures adopted by ITI are as follows:-

- (i) Group Insurance scheme.
- (ii) Death Releif Fund
- (iii) All Statutory schemes
- (iv) Employee state Insurance scheme
- (v) Employment ot dependent of deceased employee.

GRIEVANCE REDRESSAL PROCEDURE

A scheme of Employees Shop Floor service has been introduced in the unit from September 1980. Under this scheme, officers of Personnel and Administration division visit all shops/sections daily and collect the grievance of the employees.

The grievances have to be submitted by the employees in a prescribed form. The grievances thus collected are redressed expeditiously. According to the management the scheme has been very successful. The time duration needed to solve grievances usually vary from one week to one month.

The format of the Grievance Redressal Farm is shown in this chapter.

STRIKES

On the whole, there have been congenial labour management relations at ITI, Naini, There have been only three major strikes at ITI. One in 1978 which lasted for 10 days. The second in 1983 which lasted for 78 days, and another which lasted 25 days. Apart from that there have been four more strikes which lasted one day or two days at the most.

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I. T. I. Limited Naini Unit

GRIEVANCE FORM

Directives: 1.	. Each	employee ha	is to f	fill in	the	form	separately

2. Grievance concerning one department (i. e. Accounts, Admin, Welfare, etc.) have to be recorded in one form. For each grievance Triplicate Form will be filled.

Name of employee	St. No					
Designation	Division					
Department	Section					
PROBLEMS	SOLUTIONS					
,	**					
e						
	*					
Comments of Shop-floor Incharge/HOD						
	Signature of officer of					
IDate	Signature of officer of concerned department					
Signature of employee						
To	Please offer your comments in th					

Please offer your comments in the column 'solutions' above under your signature and return this form withn 2 days positively.

The strikes in 1978 and 1983 occured at the time when there were four unions at ITI. Since the single union concept has been followed there have been no major strikes.

The main reasons for the strikes have been

- (i) Demand for bonus.
- (ii) Demand for wage revision
- (iii) Protest against any disciplinary action taken by the management.
- (iv) Protest against suspension of an employee.
- (v) Misunderstanding between labour and management.

RESULTS OF THE SURVEY

On the basis of the survey conducted at ITI, the various view points have been devided into the following three heads i.e. managements view point, trade union leaders view point and the workers view point.

MANAGEMENT'S VIEW POINT

- (i) The labour management relations have been shown at very good at ITI, Naini. The management believes that the relationship is at its zenith and it could'nt be better. The management has takenthe positive extreme in giving its opinion (+ + +)
- (ii) The labour legistions have not been shown as very helpful in bringing cordial labour -management relations by the ITI management. They say that the labour legislation play just a mediocre role in labour-management relations (+)
- (ii) The ITI management says the the scheme of workers participation in management is moderately effecient in their company. Though there are various paricipative forums at ITI, they do not seem to be working effeciently. (+)
- (iv) The role played by the personnel officers at ITI in preventing disputes has been shown as quite successful. The management feels that their personnel officers are successful in 75% of the cases in preventing any major dispute from occuring (++)
- (v) The management has again followed a middle path to indicate how far the labour welfare measures help to minimize disputes. They say that the labour welfare measures do not help a great deal in minimizing disputes (+)
- (vi) The Grievance Redressal Procedure is fixed and same for all at ITI, and the management beleives that the procedure is quite effecient in solving the grievances of the employees at ITI (++)
- (vii) The ITI management beleives that in most cases the workers are satisfied by the settelment brought about by the management but still quite a few cases end up going to higher authorities and courts, When, they are not satisfied by the settelment given by the management

- (viii) As in all other cases, the management of ITI also feels that workers education will greatly improve the industrial relations. Because more education will bring about more understanding among them towards the management.
- (ix) The management at ITI feels that trade unions can help in settling disputes, because then, issues involved can be solved by bipartite negotiations.
- (x) The management is against the issue of outside leadership in trade unions, because it beleives that the outside leaders do not have their direct interest at stake. They are not concerned about the welfare of the general worker, and they bring politicalisation along with them.
- (xi) The management at ITI is in favour of the scheme of workers participation in ownership. because it feels that this will give the workers a deeper sense of involvement, and bring about a greater sense of responsibility among them.
- (xii) The chief reasons given by the management for labour unrest and disputes are as follows:-
- a. Issues regarding pay and allowances.
- b. Disciplinary action taken by the management.
- c. Issues regarding promotions.
- d. Issues regarding placement.
- e. Issues regarding wage revision.
- f. Issues relating to transfers.
- g. Unsatisfactory solution to grievances.
- h, Mistrust
- i. Information gap.
- (xiii) Following are some of the disputes and grievances at ITI, which are setteled at plant level.
- a. Promotions.
- b. Transfers.
- c. Place ment
- d. Welfare meas es.
- e. Canteen and I form problems etc.

The time duration needed to solve a dispute varies from one week to one month, which is quite short. The duration depends on the nature of the dispute.

The main reasons why workers resort to a strike are-

- a. In response to the call of central trade unions
- b. To press their demands.
- c. To show their strength.
- (xiv) The factors most essential for cordial labour management relations according to the management are as follows:-
- a. Better understanding between management and union
- b. Better communication system.
- c. Better grievance handling system
- d. Better workers education
- e. Avoidance of unfair labour practices.
- f. Effecient and thorough participation in the management by the workers.
- (xv) The various expectations that the ITI management has from its unions are as follows:-
- a. Trade unions should understand the present industrial policy of the government and should persue and educate the workers to react suitably.
- b. Trade unions should make the workers aware that they are equally responsible for the working of the organisation.
- c. Trade unions should take up only genuine demands and should not waste the management's time on useless issues.

TRADE UNION LEADER'S VIEW POINT

Presently there is only one trade union operating at ITI Naini, the union is known as. "Mazdoor Sangh ITI". This union is not affiliated to any of the national trade unions.

Almost all the workers at ITI, are the members of this union.

According to the union leader , the union-management relationship is very good at ITI (+++). According to them this relationship is due to -

- (i) Mutual understanding between the two.
- (ii) Cooperation
- (iii) Fulfillment of demands.

The reasons which lead to tension in the labour- management relationship at ITI, Naini, according to the union leader are as followss-

- (i) Non fulfillment of unions demands.
- (ii) Impartial attitude of the management.
- (iii) A non negotiating attitude of the management .
- (iv) Lack of information sharing.

Arbitration is considered to be the best method of solving a dispute, according to the union leader. Followed by conciliation; and Adjudication should be resorted to only at the very end when all other methods of bringing compromise fail.

At ITI, Naini, also the union leader feels that the Grievance Redressal Procedure should be fixed and same for all the employees, so as to impart justice in the same way to all people.

The union leader tells us that there is a scheme of workers participation in management at ITI Naini, but says that it is not as effecient as it should be and therefore a lot of changes and improvements are required to be made in this scheme of participation. He agrees that a scheme of workers participation in management is very necessary in any organisation to encourage and bring together all those who work in the organisation.

The union leader says that strike is a "weapon" in the hands of the workers. It is a very powerful and crucial weapon, and hence it should be used most sparingly. The chief factors according to him which lead to a strike are as follows:-

- (i) When the management interferes with the rights of the workmen.
- (ii) When the demands of workers are not fulfilled through negotiation.

The union leader is in favour of the scheme of workers participation in ownership, because he says, through it the workers will become more responnsible, workers will have more say in management, and the discrepansies present in the management will be removed.

The following methods can improve workers ability to participate (given in order of preferance)-

- (i) Participative training.
- (ii) Formal education
- (iii) Refresher course
- (iv) Adult education.

The union leader feels that participation is most necessary in the following areas, (given in order of preferance)-

- (i) Policy decisions.
- (ii) Sales and production
- (iii) Administrative and supervisory affairs.
- (iv) Increase in productivity
- (v) Job adjustments
- (vi) Matters relating to Bonus.
- (vii) Matters relating to welfare.
- (vii) Safety and insurance
- ix) Budget.

The union leader says that government interference in participative schemes is necessary from time to time so that the management does not go weak on these schemes, and statutory measures need to be made regarding participation.

The labour legislation, made by the government are in favour of the workers according to the union leader.

The following factors can act as motivators for a workmen according to the union leader (given in order of preferance)

- (i) Recognition.
- (ii) Promotion
- (iii) Money
- (iv) Gifts.

The union leader wants that the management should improve its workers participation in management schemes, and its, Grievance Redressal Procedure.

WORKER'S POINT OF VIEW

The following is the analysis of the questionnaires filled by the workers at ITI, Naini,

(i) WORKER'S AND THE WORKING CONDITIONS (Pie graph ITI I)

Only about 7% of the workers are not satisfied by the working conditions, the rest 93% say that they are satisfied by their working conditions, since such a great majority is satisfied we can safely conclude that the working conditions are favourable to the workers.

(ii) ARE THE WORKER'S SATISFIED BY THE WORKING OF THE UNION (Pie graph ITI II)

There are only 21% of the worker's at ITI who are satisfied by the working of the union, the rest 79% of the workers are highly dissatisfied by the unions working, and feel that the union is like a puppet in the hands of the management. And there fore does not work for the welfare of the workers, and instead goes along with whatever the management says.

(iii) DO WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE UNION (Pie graph ITI III)

Just about 36% of the workers openly participate in the union activities at ITI, the rest 64% do not participate in union activities. Thus we see that only a small number of the members of the union are active participants. The rest are members for namesake only.

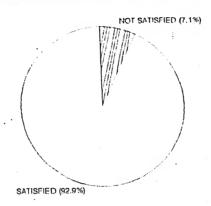
(iv) DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPATION IN MANAGEMENT (Pie graph ITI IV)

60% of the workers at ITI say that there is the scheme of worker's participation in management implemented in their, unit, while 36% say that there is no scheme of workers participation, and about 4% are not aware.

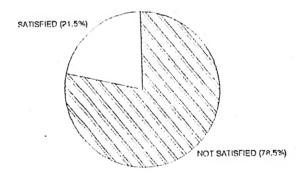
The 60% of the workers who say that yes there is WPM. show that the WPM schemes are not limited, to files only at ITI, as in most other public sector units, it also shows that there is a communication link between the management and the workers at

INDIAN TELEPHONE INDUSTRIES

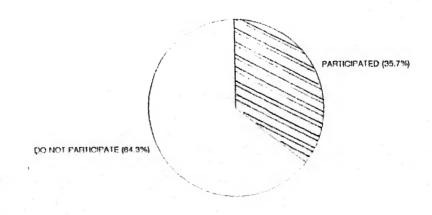
ITI I WORKER'S AND THE WORKING CONDITIONS



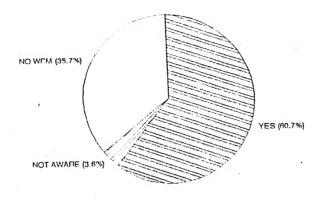
ITI-II ARE THE WORKER'S SATISFIED BY THE WORKING OF THE UNION



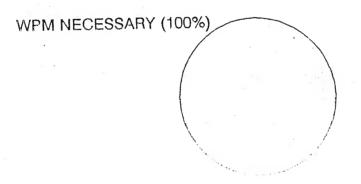
ITI-III DO THE WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE



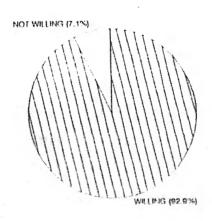
ITI-IV DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPA-TION IN MANAGEMENT



ITI-V IS WORKER'S PARTICIPATION IN MANAGEMENT NECESSARY



ITI VI WORKER'S WILLINGNESS TO PARTICIPATE IN MANAGEMENT



ITI. But still 36% saying that there is no WPM shows that there is a weakness in the implementation of the scheme and there is a flaw in the communication channel.

(v) IS WORKER'S PARTICIPATION IN MANAGEMENT NECESSARY. (Pie graph ITI V)

All the workers questioned, were of the opinion that workers participation in management is very necessary, and there should be 100% participation in an organisation, right from the shop floor level, to the top most level.

(vi) WORKER'S WILLINGNESS TO PARTICIPATE IN MANAGEMENT (pie graph ITI VI)

Even though all the employees agree that workers participation in management is necessary, not all are willing to participate In ITI, there are about 7% of the workers who are not willing to participate in management, even if they are given the opportunity to do so, this shows an introvert charecter, a lack of confidence and shyness on the part of these workers, who are not willing to participate.

(vii) FACTORS WHICH MOTIVATE A WORKER TO PARTICIPATE IN MANAGE-MENT (Pie graph ITI VIIa, VIIb, VIIc, VIId)

As a result of the analysis of the questionnaires filled by a sample of employees at ITI, four piegraphs have been made which give the preferance given to four factors, which may act as motivators to make workmen participate in management.

On the basis of the graphs it may be concluded that the first second, third and fourth preferances are as follows-

Ist preferance - ENCOURAGEMENT

IInd preferance - PROMOTION

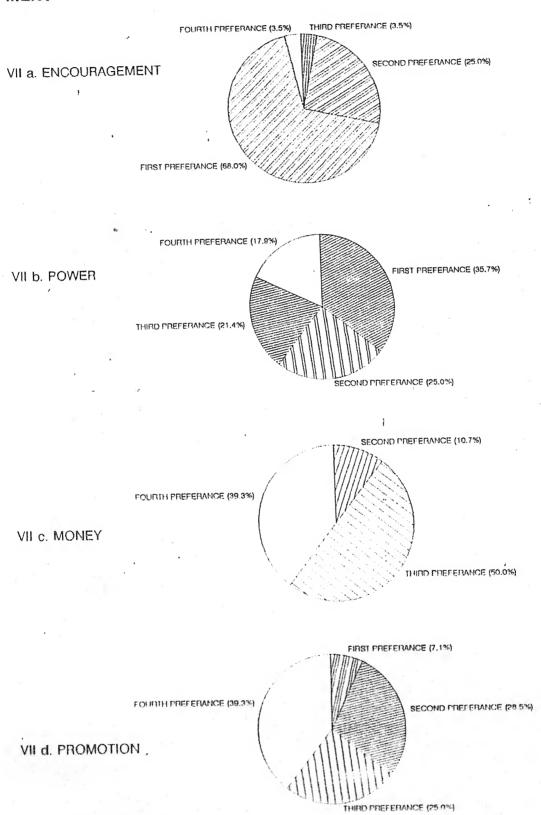
Illrd preferance - MONEY

IVrth preferance - POWER

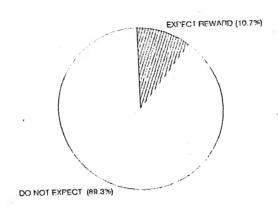
(viii) DO WORKER'S GIVE SUGGESTIONS EVEN IF THEY ARE NOT REWARDED (Pie graph ITI VIII)

There are about 11% workers at ITI who say that the employees should be given a reward for all good suggestions they give, that way the workers will be encouraged to participate in management while the rest 89% of the workers do not feel that they should be rewarded for any good suggestions they give since it is their duty to do so-

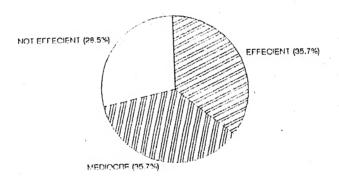
ITI VII FACTORS WHICH MOTIVE A WORKER TO PARTICIPATE IN MANAGE-MENT



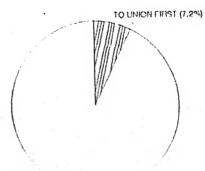
ITI VIII DO WORKER'S GIVE SUGGESTIONS EVEN IF THEY ARE NOT



ITI IX EFFECIENCY OF GRIEVANCE REDRESSAL PROCEDURE

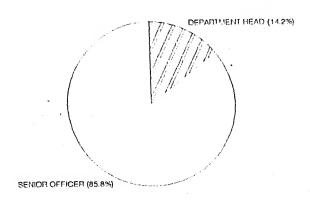


ITI X SHOULD COMPLAINTS FIRST GO TO THE UNION BEFORE GOING TO THE MANAGEMENT

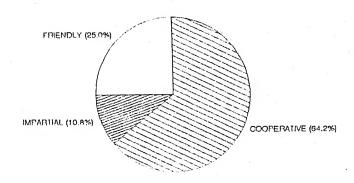


NOT TO THE TIMION (02 8%)

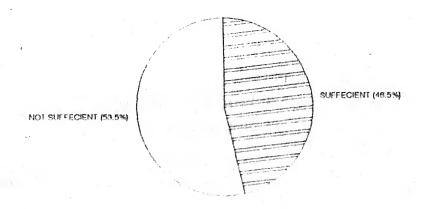
ITI XI OFFICER APPROACHED IN CASE OF A COMPLAINT



ITI XII QUALITIES ESSENTIAL IN A GOOD SUPERVISOR



ITI XIII PROMOTION CHANCES



(IX) EFFECIENCY OF GRIEVANCE REDRESSAL PROCEDURE (Pie graph ITI IX)

There are only about 29% of the workers who feel that the grievance redressal procedure is not at all effecient in ITI. Otherwise 35.7% say that the system is moderately good, and another 35.7% say that the system is very effecient and almost all of the grievances of the workers get solved in a time bound period.

(x) SHOULD COMPLAINTS FIRST GO TO THE UNION, BEFORE GOING TO THE MANAGEMENT (Pie graph ITI X)

The workers at ITI do not seem to have much confidence, in their union, and hence only 7% of the workers say that a complaint should first go to the union, and the union should then tackle the management while 93% of the workers feel that a complainant should directly approach the right authority from the management to get a solution to their problem.

(xi) OFFICER APPROACHED IN CASE OF A COMPLAINT (Pie graph ITI XI)

86% of the workers at ITI approach their immediate senior officer in case of a complaint and 14% approach the department head. But none of the workers approach the trade union leader, as in the case of other public sector units, this, once, again shows a lack of faith towards the union, among the minds of the workers.

(xii) QUALITIES ESSENTIAL IN A GOOD SUPERVISOR (Pie graph ITI XII)

According to the workers at ITI, the most essential qualification in a good supervisor is that he should be cooperative, followed by a friendly nature and should be impartial by nature and should obviously make minimum use of the powers given to him.

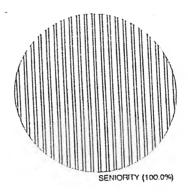
(xiii) PROMOTION CHANCES (Pie graph ITI XIII)

53.5% of the workers say that there are not suffecient chances for promotion in the company, while 46% of the workers say that there are enough chances of promotion. It is very essantial that a worker feel that he has chances of moving up in the ladder of the company so that he feels on essential part of the company.

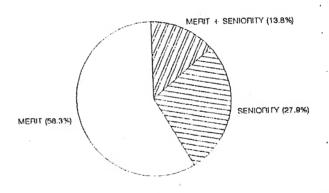
(xiv) BASIS OF PROMOTIN IN THE COMPANY (Pie, graph ITI XIV)

There is a uniformity in the opinion of the workers that promotion within the company are made on the basis of seniority. Such a uniformity in the response from the workers in a public sector unit regarding promotion is unique.

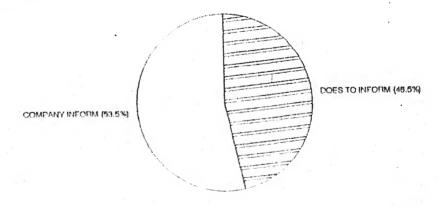
ITI XIV BASIS OF PROMOTION IN THE COMPANY



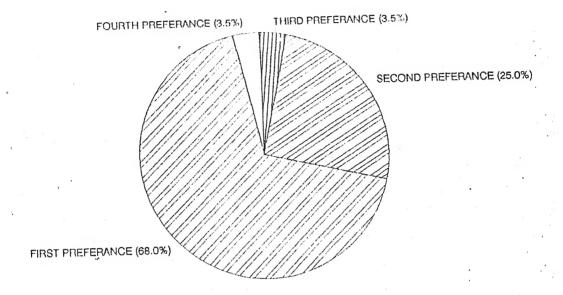
ITI XV BASIS OF PROMOTION WHICH WORKER'S SUPPORT



ITIXVI DOES THE COMPANY INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME



ITI XVII LABOUR MANAGEMENT RELATIONS ACCORDING TO THE WORKER'S



(XV) BASIS OF PROMOTION WHICH WORKER'S SUPPORT (pie graph ITI XV)

58% of the workers at ITI want that the promotion should be made on the basis of merit. While 28% want the promotions to be made on the basis of seniority and about 14% workers want that promotions should be made after cousidering both merit and seniority. So we see that the majority of the workers want that promotions should be made on the basis of merit.

(xvi) DOES THE COMPANY INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME (Pie graph ITI XVI)

There are about 53.5% of the workers in ITI who say that their company does inform them of its policies from time to time. While 46% of the workers say that the company does not inform. This shows once again a lacuna in the communication and information flow within the company. Information regarding any changes in the companies policies should be correctly and fluently passed from the higher echleons to the lower echleons in the company.

(xvii) LABOUR MANAGEMENT RELATIONS ACCORDING TO THE WORKER'S (Pie graph ITI XVII)

A great majority of 67.8% of the workers say that the labour management relations at ITI are mediocre, and about 29% say that they are good while a negligible amount of 3.5% say that the labour -management relations are bad. So we see that though the majority of the workers are not satisfied with the union. They are satisfied by the management.

(xviii) The chief hopes wishes or demands that the workers at ITI have from their management are as follows-

- 1. To have proper administration.
- 2. Maintain discipline.
- 3. Full utilization of capacity.
- Redress grievances at the earliest
- 5. To manage the company effeciently.
- 6. Provide training from time to time.
- 7. Encourage workers.
- 8. Maintain a cooperative attitude.

- 9. To have more welfare schemes.
- 10. The management should have a kind attitude towards the workers.
- 11. To implement new and better policies in the company.
- 12. To bring an end to the communication gap between the management and the workers.
- 13. To have some more benefits given to female employees.
- 14. To maintain an impartial attitude towards all workers.
- 15. The management should be aware of the workers problems.
- 16. To give promotion on merit basis.
- 17. Not to waste the companys money.
- 18. To make workerers aware of the companies policies from time to time.
- 19. To work for the welfare of the nation and the company .
- 20. To increase production.
- 21. To help in educating workers.
- 22. The high official of the company should cut down on foreign tours and lavish living

CONCLUSION (ITI)

On a deep study and analysis of the questionnre filled by the management, the union leader and a sample of the workers at ITI, we can see that a prominant feature is that the labour- management relations are moderately good, the union -management relations are very good, but the workder-union relations are not good. On a personal level, 68% of the workers say that labour management relations are mediocre, but about 79% of the workers tell us that they are not satisfied by the working of the unions.

It seems that both the management and the union are happy and satisfied with the concept of one industry, one union, but one factor has been ignored, i.e. the workers, The workers do not seem to be pleased with this idea. The workers of ITI are dissatisfied with the working of the union, because according to them the union is promanagement, and as a result is not working at all for the welfare of the workers, when asked that why are they still the members of the union if they are not satisfied it was told that in case a workers grievance ends up going to labour court or tribunal, then it is necessary to have the unions representation to have force to your grievance, such is the judicilary system of the country.

ITI workers also feel that they are not given enough work by the company. The various components of products made by ITI are made by the various ancillary units, and so the workers do not have enough work to do If the union was proworker, then they feel it would have put up their demand to the management, but the union does not seem to be doing any work which is proworker. The workers also feel that the high management officials of the company waste a lot of money on foreign tours and lavish ways of living and travelling and often the union leaders are also given the same privileges and this brings about great resentment in the common workers.

In answering the various questions in the questionnaire, it seems that mostly the management has followed a middle path with an inclination towards the positive side.

Regarding workers participation in management the management gave the names of various participative forums in the company, but has also said at the same time that they are not very effecient as yet and a lot of improvement is needed along with it, they also have a new scheme, of WPM in the making. There are 60% of the workers at ITI who are aware of the schemes of WPM in the company which shows that these forums are not limited to files alone, but they do actually exist. All the workers feel that WPM is necessary but all are not willing to participate in management and become involved in it.

According to the management, the present, system of grievance redressal is pretty good, and most of the grievances of the workers can be amicably setteled within a short time. Among the workers also, there are only about 28% of the workers who say that the procedure is not effecient, otherwise 36% say that the system is very effecient and the rest say its mediocre. So that means, that the procedure is effecient and manages to satisfy the majority of the workers.

"Encouragement" is the chief motivator according to the workers. They need encouragement to work properly to take part in management, and for their all round development. A worker can feel a part of the organisation, he is working for, only when he gets proper recognition, praise and encouragement for all the work that he does for the management. Along with it, they also feel that they will be able to give their best work when their supervisor is cooperative " cooperation" being the foremost quality essential in a good supervisor according to them.

Even though, there are a little more than 50% of the workers who say that the company informs them of its policies from time to time, there are 47% of the workers who feel that the company does not do so. This shows there is some problem in the communication channel, and the managements, messages do not reach the workers correctly this fault needs to be corrected.

The over all industrial relations or labour management, relations at ITI can be said to be good, with a margin for improvement. The necessary constituents of good labour-management relations are that there should be a good communication link

between the two, there should be 100% workers participation, the working conditions should be good, there should be enough chances promotion, or impartial attitude should be maintained, workers grievances should be solved quickly and satisfactorily etc. If ITI manages to improve its policies on the above, the Industrial Relation over here can turn from good to very good.

SWADESHI COTTON MILLS

The Swadeshi Cotton Mills, Naini was established in 1958, as a private company, but in the 1970,s it turned into a sick textile mill, and hence was merged into the National Textile Corporation (NTC) in 1978, i.e. on the 14th of April 1978. And on the 1st of April 1985 Swadeshi Cotton Mills was nationalised.

National Textile Corporation today has 125 textile mills. They were taken over, when the private sector sucked them dry of all their money, and abandoned them to their fate. It was in September 1974 that the Sick Textile Undertaking (Nationalisation) ordinance, which was later replaced by an act, authorised the government to take over 103 Mills. Nearly Rs. 350 crores were spent during the short span of 12 yrs. (viz 1974-75 to 1984-85) for the modernisation of sick mills taken over by the NTC. As a result of modernisation, utilisation of capacity has increased from 50% at the time of take over to nearly 75.7% in 1981-82.

The main problems faced by NTC are, obsolete machinery and excess labour. NTC has had to do both modernisation of machinery and rationalisation of labour to improve the conditions of these sick textile units.

The Swadeshi Cotton Mills, manufactures cotton yarn. It has a total of 2,647 employees working in the mill as in December 1991.

There are mainly two trade unions operating at the Swadeshi Cotton Mills, they are:-

- (i) Swadeshi Cotton Mills Karmchari Sangh affiliated to INTUC.
- (ii) Vastra Udyog Workers Union -affiliated to AITUC.

Apart from this there is a union of the clerical staff, which is not registered under the trade unions act. This is Swadeshi Cotton Mills Staff Association.

There is no scheme of workers participation in management implemented in the Swadeshi Cotton Mills hence there are no participative forums. But time and again the union leaders are called and various policies are discussed with them and workers problems are also heard through them.

The following are the various welfare measures/schemes given to the employees of Swadeshi cotton mills:-

- (i) Welfare centre.
- (ii) Sports.
- (iii) Family planning facility
- (iv) Hospital
- (v) Cultural activities
- (vi) Canteen
- (vii) Housing facility
- (viii) Education facility
- (ix) Cooperatives.,

The various social security measures given to the workers are as follows:-

- (i) Provident Fund
- (ii) Gratuity
- (iii) Family pension
- (iv) Employee State Insurance
- (v) All other statutory measures.

There is a fixed Grievance Redressal Procedure in the cotton mill, and in case of a grievance, the worker has to contact his supervisor, and tell him the problem, if possible, the supervisor can find a solution to the problem but if not, then he has to contact the concerning officer who looks, into the problem and tries to find a satisfactory solution to the problem as soon as possible.

At present, there are about 27 cases pending at the labour court for hearing, 3-4 are pending at the tribunals.

There has been one major lockout in the Mill, in the last ten years. This lockout lasted from 16.5.87 to 20.11.87. The Chief reason for the lockout was that the demands of the workers were not just, and they were starting to take up a militant attitude, In this lockout there was a Rs. 7.9 lakh loss per day. There were 2,200 mandays lost per day, and and the production lost was 23,000 Kg. per day. Apart from that there have been various strikes which have usually not lasted for more than one day and there have also been strikes which have lasted for few hours only,

The chief reasons for a strike have been-

- (i) Regarding compensation.
- (ii) Regarding transfer.
- (iii) Regarding workload
- (iv) Regarding shifts.

RESULTS OF THE SURVEY-

The following is an analysis of the questionnnaires filled by the management, union leader and the employees of Swadeshi Cotton Mills (S.C.M.)

MANAGEMENT'S VIEW POINT-

- (i) The labour-management relations have been shown to be moderately good, There is vast scope for improvement, but presently the workers are satisfied with the working of the management(+)
- (ii) The labour legislations have been shown to be helpful in bringing about cordial labour- management relations because the management feels that these legislations provide the workers with a lot of facilities which can satisfy the workers (++)
- (iii) There is no scheme of workers participation in management at S.C.M. There is only imformative participations.
- (iv) The personnel officers are successful in preventing disputes, because they keep in personal touch with the workers and listen to their problems and solve them (+ +)
- (v) The management feels that the labour welfare measures are very helpful in maintaining cordial relations, because if all welfare facilities are provided to the employees then, they are satisfied and have less reason to resent (+ + + +)
- (vi) The management feels that their grievance redressal procedure is not very effecient and often the grievances of the workers are not satisfactorily solved (-)
- (vii) There are about 27 cases from S.C.M. pending at the labour courts and 3-4 in the tribunals. This is because of the ineffeciency of the grievance redressal procedure in the Swadeshi Cotton Mills.
- (viii) Most of the workers at the cotton mills are either uneducated, or have just primary education. The management feels that worker's education would greatly help in improving the labour management relations in the mill.
- (ix) The management feels that the unions can help in settling disputes, but for it, it is also necessary that the two unions them selves are not at cross purposes with each other. If the unions want, they can improve the labour-management relations to a great deal.

- (x) The management is against the system of having outside leaders in the union, because these leaders are not for the welfare of either the workers or the company.
- (xi) The S.C.M. management is also in favour of the scheme of workers participation in ownership, but, for it, they feel that an improvement in workers education is also very necessary to properly implement such a scheme.
- (xii) The chief reasons given by the management for labour unrest and dispute are as follows-
- a. Long duration in solving grievances.
- b. Unsatisfactory solution to grievances.
- c. Regarding promotions.
- d. Regarding transfer.
- e.Regarding workload.
- f. Regarding bonus and perks.
- (xiii) Following are some of the disputes and grievances at S.C.M. which are settleed at plant level.
- a. Regarding Promotion.
- b. Regarding Transfers.
- c. Regarding workload
- d. Regarding Canteen and other facilities.
- (xiv) The factor most essential for cordial labour-management relations according to the management are as follows.-
- a. Good communication link.
- b. Speedy redressal of grievances.
- c. Worker education.
- d. Fair and Honest treatment of all employees.
- (xv) The various expectations that the S.C.M. Management has from its unions are as follows-
- a. Unions should demand fairly.
- b. Unions should understand constraints of the company,
- c. The unions should not be absolutely against each other, but should come to a compromise on issues which are difficult to solve because of them.

TRADE UNION LEADERS VIEW POINT

There are two trade unions operating at Swadeshi Cotton Mills, Naini, they are-

- 1. Swadeshi Cotton Mills Karmcahri Sangh (INTUC)
- 2. Vastra Udyog Workers Union (AITUC)

Both the unions have their own executive committees, and their memebers include, between the two unions, all the workers all the workers of the cotton mill.

The union leaders of both the unions feel that the union management relations are good because of-

- 1. Mutual understanding
- 2. Cooperative attitude
- 3. Fulfillment of demands.

The unions feel that the following are the reasons responsible for tension between the union and management-

- 1. Absence of timely redressal of grievance
- 2. Management not working for the welfare of the workers.
- 3. Non coopertive attitude maintained by the management.
- 4. Lack of flexibility in management policies.

The union leaders feel that Arbitration is the best way of solving dispute followed by conciliation, and then adjudication.

Both the union leaders, are of the opinion that a fixed grievance redressal procedure is better because it ensures justice, and chances of misunderstanding are lessened.

Regarding the presence of the scheme of workers participation in management. Both leaders say that there is no such scheme in the company, and feel that such a scheme is necessary. The leaders are also in favour of the scheme of workers participation in ownership and feel that it should be implemented, because it will then

improve worker-management relations, and workers will feel more like a part of the company.

The leaders say that strike is a workmens weapon, and he uses it only in an emergency. The chief reasons why workmen go on a strike are as follows -

- 1. When the workers grievances are not heard and solved.
- 2. When the management takes up an uncooperative attitude.

The following methods may improve the 'workers ability to participate (given in order of preferance)-

- 1. Participative training.
- 2. Formal education.
- 3. Refresher course.
- 4. Adult education.

The following are the various areas, where the union leader feels that participation is very necessary (given in order of preferance)-

- 1. Policy decisions.
- 2. Sales and Production.
- 3. Bonus
- 4. Job adjustments
- 5. Increase in productivity.
- 6. Budget.
- 7. Safety and insurance.
- 8. Administrative and supervisory affairs.
- 9. Welfare affairs.

The union leaders also feel that government interference is necessary to implement workers participation in management in those companies where it is not existing. The 'caders also say that the labour legislations made by the government are in the workers welfare.

The following factors can motivate worker most, according to them (given in order of preference)

- 1. Money,
- 2. Recognition
- 3. Gifts.
- 4. Promotion.

The unions say that the company should start the system of WPM in Swadeshi Cotton Mills and before making any policy decisions both the unions should be consulted.

WORKER'S POINT OF VIEW

The following is the analysis of the questionnaire filled by the workers at Swadeshi Cotton Mills, Naini -

(i) WORKER'S AND THE WORKING CONDITIONS (Pie graph SCM I)

75% of the workers at S.C.M. are satisfied by their working conditions in which they have to work, and only 25% of the workers are not satisfied by their working conditions, which means that there is scope for improvement in working conditions.

(ii) ARE THE WÖRKER'S SATISFIED BY THEIR WORKING CONDITIONS (Pie graph SCM II)

As we know, there are two trade unions at S.C.M. care was taken to talk to almost equal number of workers from both the unions. There are still only about 42% of the workers who are satisfied by the working of the union, the majority is still unsatisfied by the working of the union of which they are the members.

(iii) DO WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE UNION(Pie graph SCM III).

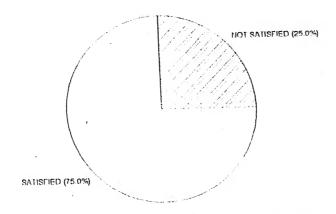
Half of the workers openly participate in all union activities while the other half does not participate. This differentiation increases or decreases depending on the particular activity of the union, and the issue being discussed by the union.

(iv) DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPATION IN MANAGEMENT (Pie graph SCM IV)

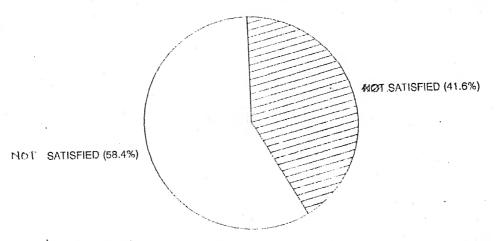
The management had told us that there is no scheme of workers participation in management at SCM, but there are about 33% of the workers who are not aware of it, this way or that way and 67% of the workers say that there is no scheme of workers participation in management.

SWADESHI COTTON MILLS

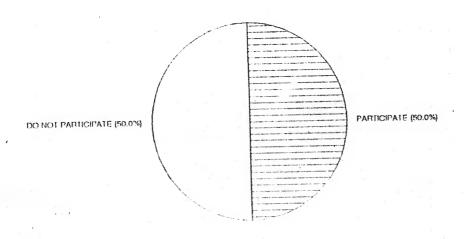
SCM-I WORKER'S AND THE WORKING CONDITIONS



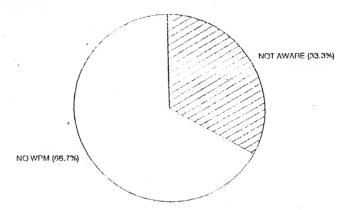
SCM-II ARE THE WORKER'S SATISFIED BY THE WORKING OF THE UNION



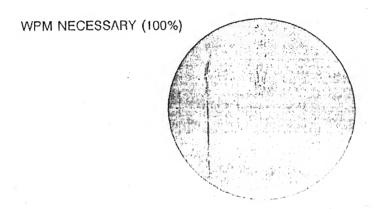
SCM-III DO WORKER'S OPENLY PARTICIPATE IN THE WORKING OF THE UNION



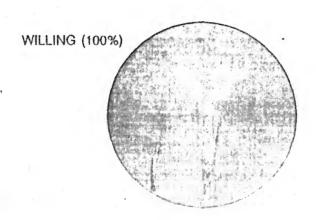
SCM-IV DOES THE COMPANY HAVE THE SCHEME OF WORKER'S PARTICIPATION IN MANAGEMENT



SCM-V IS WORKER'S PARTICIPATION IN MANAGEMENT NECESSARY



SCM-VI WORKER'S WILLINGNESS TO PARTICIPATE IN MANAGEMENT



(v) IS WORKERS PARTICIPATION IN MANAGEMENT NECESSARY (Pie graph SCM V)

All the workers at SCM feel that workers participation scheme is very necessary and it should be in their mill also, they feel that they have been deprived of the right to participate

(vi) WORKERS WILLINGNESS TO PARTICIPATE IN MANAGEMENT (Pie graph SCM VI)

All the workers questioned, were willing to participate in management, If they were given a chance to do so. Because such a scheme would make them feel more like a part of the mill, and they'll feel satisfied.

(vii) FACTORS WHICH MOTIVATE A WORKER TO PARTICIPATE IN MANAGEMENT (pie graph SCM VIIa, VIIb, VIIc, VIId)

The following given pie graphs depict the factors which motivate workmen to participate in management and the preferences given to them by the workmen.

On the basis of the given pie graph it may be concluded that the lst, lind, lllrd and IVth, preferences are as follows-

Ist preference - ENCOURAGEMENT

IInd preferance - POWER

Illrd preferance. - MONEY

IVrth preferance - PROMOTION,

(viii) DO WORKER'S GIVE SUGGESTIONS EVEN IN THEY ARE NOT REWARDED (Pie graph SCM VIII)

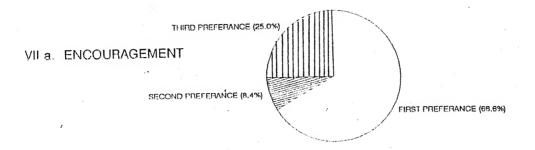
Only about 17% of the workers expect a reward for any good suggestions that they give the rest 83% do not expect it, and feel that it is their duty to do so.

(ix) EFFECIENCY OF THE GRIEVANCE REDRESSAL PROCEDURE (Pie graph SCM IX)

There are 42% of the workers at SCM who feel that the grievance redressal procedure in the company is not effecient 25% workers say that the procedure is

SCM VII FACTORS WHICH MOTIVE A WORKER TO PARTICIPATE IN MANAGE-MENT ,

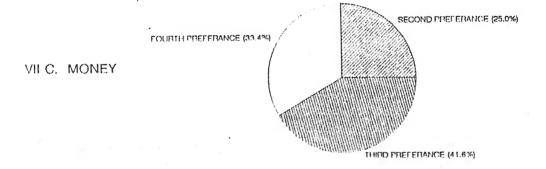
FIRST PREFERANCE (8.3%)

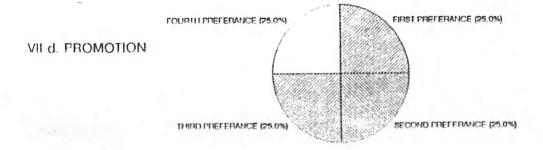


II b. POWER

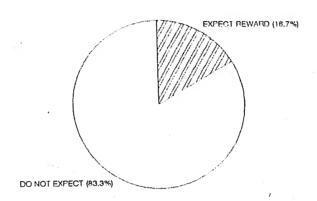
FOURTH PREFERANCE (41.8%)

SECOND PREFERANCE (41.8%)

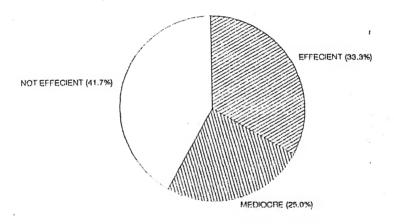




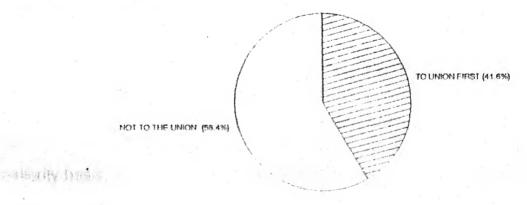
SCM VIIIDO WORKER'S GIVE SUGGESTIONS EVEN IF THEY ARE NOT REWARDED



SCM IX EFFECIENCY OF GRIEVANCE REDRESSAL PROLEDURE



SCM X SHOULD COMPLAINTS FIRST GO TO THE UNION BEFORE GOING TO THE MANAGEMENT



mediocre, and 33% say that it is very effecient. But the fact that 42% of the workers say that the system is not effecient shows that all the workers grivances are not satisfactorily solved.

(x) SHOULD COMPLAINTS FIRST GO TO THE UNION BEFORE GOING TO THE MANAGEMENT (Pie graph SCM X)

Even though 58% of the workers say that the complaints should not go to the union first, there is still a very large amount of 42% of workers who say that the complaints should first go to the union because the union has more stength, to negotiate with the management.

(xi) OFFICER APPROACHED IN CASE OF A COMPLAINT. (Pie graph SCM XI)

As usual the majority of the workers approach the officer directly senior to him or his supervisor in case of a complaint. But even so about 17% workers go to the labour officer directly, and 8% approach the department head directly, and another 8% approach the trade union leader directly

(xii) QUALITIES ESSENTIAL IN A GOOD SUPERVISOR (Pie graph SCM XII)

According to the workers, a supervisor should essentially be cooperative in nature, followed by a friendly and impartial nature and should make minimum use of his power on the workers.

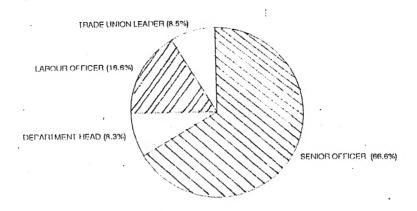
(xiii) PROMOTION CHANCES (Pie graph SCM XIII)

It seems there are very few chances of promotion at S.C.M. most of the workers are unsatisfied due to this. Only about 17% of the workers are of the opinion that there are suffecient chances of promotion. While 83% workers say that there are not suffecient chances of promotion.

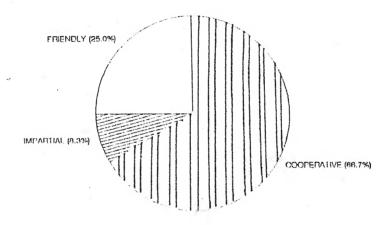
(xiv) BASIS OF PROMOTION IN THE COMPANY (Pie graph SCM XIV)

There are 50% of workers who say that promotions in the company are made on the basis of source, i.e. butterplanting, and flattery of the officers incharge. Out of the other 50%, 25% say that promotions are made on merit basis, 17% say its done on seniority basis, and 8% say its, done on the basis of both merit and seniority.

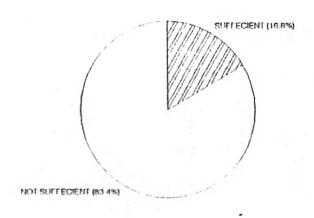
SCM XI OFFICER APPROACHED IN CASE OF A COMPLAINT



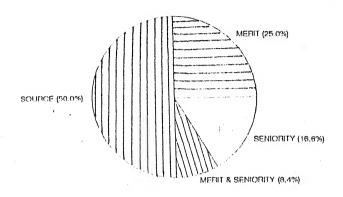
SCM XII QUALITIES ESSENTIAL IN A GOOD SUPERVISOR



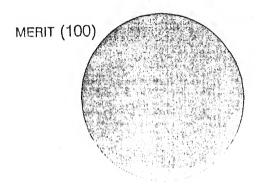
SCM XIII PROMOTION CHANCES



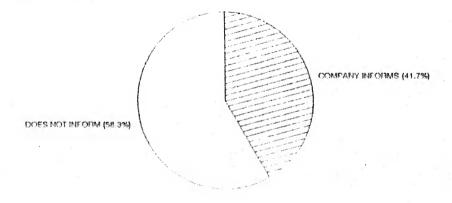
SCM XIV BASIS OF PROMOTION IN THE COMPANY



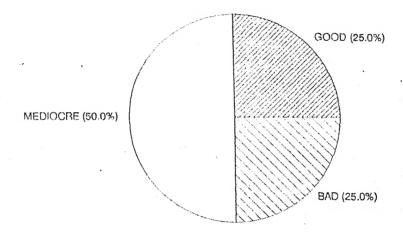
SCM XV BASIS OF PROMOTION WHICH WORKER'S SUPPORT



SCM XVI DOES THE COMPANY INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME



SCM XVII LABOUR MANAGEMENT RELATIONS ACCORDING TO THE WORKERS



1.5 463.34

(xv) BASIS OF PROMOTION WHICH WORKER'S SUPPORT (Pie graph SCM XV)

All the workers want that the promotions in the company should be done on the basis of merit alone.

(xvi) DOES THE COMPANY INFORM THE WORKER'S OF IT'S POLICIES FROM TIME TO TIME(Pie graph SCM XVI)

Almost 58% of the workers feel that the workers are kept ignoront most of the time about the policies of the company. They feel that the company should inform them of its policies, but the company does not do so.

(xvii) LABOUR, MANAGEMENT RELATIONS ACCORDING TO THE WORKERS (Pie graph SCM XVII)

50% of the workers feel that the labour management relations are mediocre, and 25% feel that these relations are good and at the same time another 25% feel that these relations are bad at Swadeshi Cotton Mills.

Since 25% feel that the relations are bad, it, is evident that there is a vast scope for improvement.

(xviii) The chief hopes, wishes, or demands that they have from their management are as follows-

- 1. To take care of the workers welfare.
- 2. To make the company gain profits.
- 3. To have a feeling of oneness between the management and the labourers
- 4. To come up with better ideas for production.
- 5. To improve the quality of products.
- 6. To make technical improvements in the company.
- 7. To increase productivity.
- 8. To provide raw materials on time.
- 9. To maintain good administration in the company
- 10. To have good policies.
- 11. To maintain honesty and good will in the company.

CONCLUSION (S.C.M.)

The general opinion of both the management and the workers is that the labour management relations at Swadeshi Cotton Mills is just moderate, not too good, and not too bad, which means there is a vast scope for improvement.

The absolute absence of the scheme of workers participation in management may be one of the chief reasons for moderate relations. Because it is only when the workmen are given a part in management do they get the feeling of belongingness, and work in close association with the management. Workers participation in management is also necessary, because it increases the sharing of ideas, problems and solutions, between the workmen and the management.

The average workers at Swadeshi Cotton Mills is above the age of 40, and are mostly illeterate. This has been one of the reasons why the scheme of workers participation in management has not yet been implemented, at SCM. It is the duty of the cotton mill to take some steps to increase the level of literacy among its workers. Workers understand properly the problems and constraints of the company they are working for, if they are educated.

There does not seem to be any problem which the management has to face due to the presence of two unions in the cotton mill Because whenever there is such an issue on which the two unions do not agree, the management policy is to tell them to first come to a compromise between themselves, and only after that, should they approach the management with their demands, so that way, mostly the management does not have to face the problem of inter union rivalry though exceptions are always there.

The present Grievance Redressal Procedure at Swadeshi Cotton Mills is not considered to be effecient by either the management or the workmen. Therefore the necessary steps need to be taken by management to improve the method, so that

grievances of workers are solved satisfactority, and in a time bound faishon within the company it self.

Eventhough there are two unions at Swadeshi Cotton Mills, only 58% of the workers are satisfied by the working of the union which means that the unions should work more for the welfare of the workers, and for the fulfillment of their demands, than as mere agents of the various political parties.

The workers feel that if they are properly encouraged the management can get better work done from them and the workers also would be more cooperative towards the management. The quality most essential in a good supervisor, according to the workers is that he should be cooperative in nature and should help the workers in their work, than just use his power over them.

The factor of promotion in the company with the help of "source" also needs to be considered. Such a system where neither "merit " or 'seniority" are considered should not exist. Promotions should be made on a fair and a just basis.

It is also very essential that the company keeps informing its employees of its various policies, gools and targets. These should be properly communicated to the workers and it should be made sure that the worker should understand them properly.

Thus we see that in Swadeshi Cotton Mills also, there is a vast scope for allround improvement. The worker management link may be strengthened by increasing literacy, proper communication channel, creating awareness among the workers, and implementing the policy of workers participation in management in the company along with improving the grievnance handling machinery.

HINDUSTAN CABLES LIMITED

Hindustan Cables Limited (HCL) is a Government of India undertaking under the ministry of industry. It has been the undisputed leader in the field of telecommunication cables production in the country, since its inception in 1952 for production of telecommunication cables at Ruprarainpur in West Bengal.

HCL has got its corporate office at Calcutta, and has four manufacturing divisions, viz. Rupnarainpur (W. B.) Naini (U.P.) Narendrapura and Hyderabad.

There are at present 247 people working at the Naini unit of HCL .The foundation of the Naini unit of HCL was laid on the 5th May 1987, by the then priminisiter Mr. Rajiv Gandhi. The Naini unit of HCL, manufactures fibre optical cables.

The unit does not have a trade union as yet., and the management also does not want to encourage the workers to form a trade union since they feel that there are cordial relations in the unit in the absence of a trade union.

Since its inception there have been no strikes lockouts or industrial disputes of any kind. The labour management meeting are held from time to time as per requirement so that if there are any problems among the workers, they may be amicably solved at these meetings.

Recruitment in the company is being done through advertisement for officers, from the Calcutta office. For Non officers, Employment office is approached for the suitable candidate. In case suitable canditates are not found, canditates are invited through advertisement on receipts of "No objection certificate" from the Employment office.

As regards the promotion policy, in case of officers, five years service in the existing scale is required. In the case of non offiers the promotion policy is yet to be decided.

The unit has Workers Participation in Management in the unit at a small scale. There are two shop councils at the Fibre optics plant Naini. Being a new project steps regarding labour welfare measures, and social security measures are yet to be taken.

The unit has got its own written Grievance Redressal Procedure It provides an easily accessible machinery for ensuring expeditious settelment of grievances of the employees leading to increased jobs satisfaction improved productivity, and effeciency in the organisation.

The Grievance Redressal Procedure is as follows-

PERSONAL PROPERTY

An aggrieved employee shall take up his grievance orally with his immediate superior who will give a personal hearing and try to resolve the grievance at his level within two days. If the grievance is not satisfactorily redressed, the aggrieved employee can submit his grievance in writing to the Department Head concerned, who shall try to resolve it at his level within three days., If the employee feels still aggrieved the department Head shall arrange to register the grievance immediately in a book and then forward the grievance to the personnel officer/manager who will record his comments on the representation within seven days and if need be refer it to the grievance redressal committee. In case the grienvance is not resolved or settled amicably. The recommendations of the grievance redressal committee will be conveyed within 10 days to the deciding Authority to be nominated by the management and the decision of the deciding authority will be final.

The permission to survey and question the workers or the management at HCL was not granted, and hence HCL has been excluded from the purview of this research work.

SUMMING UP

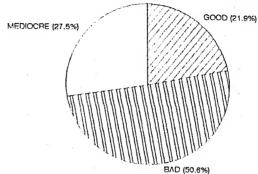
The four public sector units which have been studied in the previous pages have one thing in common, i.e. the management of these units beleives that the labour management relations in these units are very good, The union management relationship has also been shown to be good in most cases. But, when the same problem is studied from the workers point of view the labour management relationship on an average tends to show a mediocre relation, not too good, not bad. (as shown in pie graph PSU I) While the union worker relationship shows that the majority of the workmen are dissatisfied by the working of the union (as shown in pie graph PSU II)

The main reasons why such a big amount of people are not satisfied by the working of the union are because the unions, where they are affiliated to any political party., act more as an agent of the particular party, than as representatives of the workers. Then, these unions usually come to an understanding with the management in the individual concern and the management also realises that if it can keep the unions happy then it need not be worried about the rest of the workforce. Thus the unions are taken into confidence and pampered by the management and so the unions instead of working towards getting the demands of the workers fulfilled, enjoy the importance that is being given to them. The Unions have a lot of power in their hands but if they do not utilize this power they become puppets in the hands of the management and stray away from their original path.

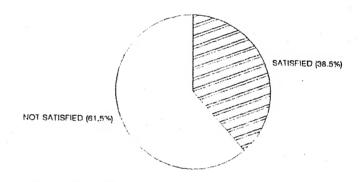
Another important aspect to be discussed in industrial relations is the scheme of Workers Participation in Management. Only one out of the four units has said that there is no scheme of WPM in their concern. The other three have said that they have active workers participation in management. But none of them have been very enthusiastic about the effeciency of the scheme in the unit. The management views have been that the scheme has not yet had a very effecient working in the unit. The main reasons why the scheme of workers participation in management have not been very successful is that there is a lack of commitment on the part of the management representatives. There is also a poor comunication link between the worker and the management, the participative forums consist of those dealing with welfare issues

PUBLIC SECTOR UNITS IN NAINI

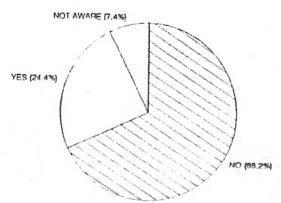
PSU I LABOUR MANAGEMENT RELATIONS, ACCORDING TO THE WORKERS IN THE UNITS



PSU II ARE WORKER'S IN THE FOUR UNITS SATISFIED BY THE WORKING OF THE UNION



PSU III IS THERE THE SCHEME OF WORKER'S PARTICIPATION IN MANAGE-MENT IN THE UNITS

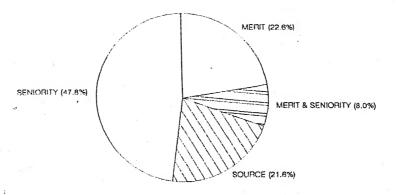


only. Not that participation is not necessary on welfare issues, but it should, at no cost, be limited to it alone. There sould be more information sharing, consultation and decision making on issues related to other policy matters, production, sales, administrative and supervisory affairs etc. Along with it, these participative forums should not exist on paper alone, but should have monthly meetings, and the workmen should be informed about these in advance. Any decisions which are taken in these meeting should be circulated among all the workmen and the management (pie graph PSU III shows whether the public sector units in question, have workers participation in management or not)

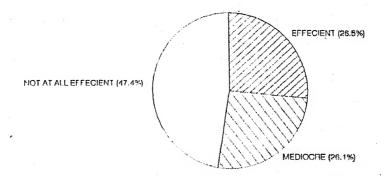
In the three units which claim to have WPM, there are 68% of the employees who say that there is no WPM in the company .26% who say that they are not aware, whether they have WPM in the company or not which leaves only 24% of the Workers who are oware of the scheme. This by itself shows that not just the public sector units but the government also is failing in the task of having WPM. These schemes are made and recorded in files and thats where they stay the rest of the time. All the workers feel that the scheme of WPM is very necessary and it should be implemented, and most are also willing to participate if given the opportunity.

Workers all agree, that what they need most from the management is "ENCOURAGEMENT" They want that the management should encourage them not only to participate in management but also so that productivity increases. Management should try to take individual interest in all workmen. This would increase the feeling of belongingness among the workmen. The management should follow the principles set out in its standing orders relating to promotions. Promotions, should not be on the basis of source and favouratism, because when employees do not get something which they deserve, a discontent seeps in them and as this increases the workmen at large can protest against the management, and call a strike. Thus to keep the workmen happy It is necessary on the management side to maintain an impartial attitude. The present situation regarding promotion in the four units has been shown in pie graph PSU IV.

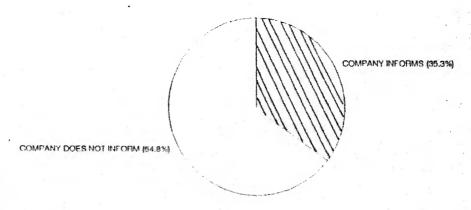
PSU IV BASIS OF PROMOTION IN THE FOUR UNITS



PSU V EFFECIENCY OF THE GRIEVANCE REDRESSAL PROCEDURE IN THE FOUR UNITS



PSU VI DO THE FOUR UNITS INFORM THE WORKERS OF IT'S POLICIES FROM TIME



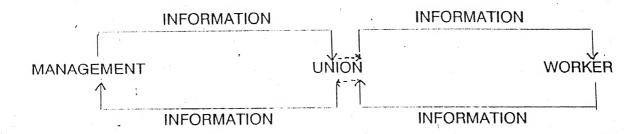
In the maximum cases the promotion are made on the basis of "seniority" while the workers seem to prefer "merit" as the basis of promotion And if seniority is also used as a basis then it should be linked with merit.

If the grievances of the workmen are not solved on time, then that also leads to discontent and unrest among the workmen. In all industrial establishments it is necessary that an effecient and time bound grievance redressal machinery should be set up and all the grievances which are brought to this machinery should be effeciently and satisfactorily solved in a time bound faishon. The response of the workers regarding the existing grievance redressal machinery in the four units has been shown in Pie graph PSU V.

In the graph we see that almost 50% of the workers feel that the present system is not effeicent. All worker feel that the redressal procedure should be the same for all the workers. Presently in all units except ITI, the redressal procedure requires the workmen to come and orally tell his grievance to the concerned officer. In ITI, the workmen have to fill a prescribed form, and we can see that there are only 28% workmen at ITI who feel that the system is not efficient, but one cannot follow the example of ITI blindly, because when workmen are required to fill a form, it is also necessary that they should be educated. Hence we can not say that the workmen should submit his grievance in writing, this should be done by the officer in charge, who also has to maintain a register of grievances. Then the grievance settelment, procedure should be time bound and a solution should be given to the workmen in the required time period.

The majority of the workers approach their supervisor in case they have some problem. The quality which all workers, feel is most essential in supervisor is "COOPERATIVE NATURE" supervisor should also be friendly and impartial, so that workmen feel free to go to him at any time. For cordial labour management realtions it is very essential to have harmonious relations at each step of the ladder. So that relationship should be good between worker - worker, worker- supervisor, supervisor-manager, and manager- top official.

All companies and industrial establishments should also maintain a communication and information link through out the company. The movement of information should be two way. From the management to the union, to the worker, and from the worker to the union to the management, where the union acts as the link between the two parties. It may be represented as follows-



At present, the workers opinion regarding whether the company informs them of its policies from time to time has been represented in pie graph PSU VI. Where we see that 64.7% of the workers say that the company does not inform them of its policies from time to time. It is very essential that a company communicates any change in its policies to the workmen. So that the workers can get used to it and feel that they are being treated in a humane way as a part of the industry, and are not just being ignored.

The five chief reasons which lead to labour unrest and dispute on the basis of the analysis are:-

- (i) Unsatisfactory response to employee grievances,
- (ii) Disciplinary action taken by the management.
- (iii) Demand for perks and bonus.
- (iv) Matter relating to service conditions.
- (v) Misleading the workers by political parties through union and outside leader.

The five factors most essential, for cordial labour management relations are-

- (i) Mutual trust and faith.
- (ii) Speedy settelment of grievances
- (iii) Workers Participation in management
- (iv) Information sharing.

(v) Impartiality on the part of the management and understanding on the part of the workers.,

The five chief expectations that the management has from the unions.-

- (i) To be more understanding.
- (ii) Union should have a constructive approach.
- (iii) Union should help in maintaining discipline among the workers.
- (iv) Unions should take up only genuine demands.
- (v) Unions should understand the financial constraints of the company.

The main demand that all the unions have from the management is to have complete workers participation in management right from the shop floor level to the top management level.

The five chief expectations that workers have from the management are-

- (i) To have workers participation in management.
- (ii) Speedy redressal of grievances.
- (iii) Provide the raw material, machines and tools on time.
- (iv) Management should not resort to unfair means.
- (v) To have a time bound promotion system based on merit (preferably)

The five issues on which the workers feel that participation is very necessary-

- (i) Policy decisions.
- (ii) Sales and production
- (iii) Increase in Productivity
- (iv) Bonus
- (v) Job adjustments.

In the above paragraphs a gist of all the results of the survey in the 4 public sector units, in Maini, has been produced. The researchers findings have been more elaborated at the conclussion of each unit seperately in this chapter.

CHAPTER - VIII

CONCLUSIONS & RECOMMENDATIONS

CONCLUSIONS AND RECOMMENDATIONS

Over the years the public sector enterprises in India, came to play a very important role in the development of the country. In his presidential address to the joint session of the parliament delivered by Shri R. Venkatraman, President of India, on the 12th March 1990, he said,

"My government accord great importance to the public sector, the productivity of this sector and its ability to generate investible resources is vital to our economic growth. Government are committed to ensuring functional autonomy of the public sector and creating conditions conducive to its effecient functioning within a framework of wider public accountability."

Pt. Jawaharlal Nehru gave a very important role to the public sector industries in the country at a time when the country was weak and needed a sound base. Pt. Nehru called the Public Sector Enterprises, the temples of modern India. He had rightly felt that the public sector would provide the economic foundation for increasing opportunities for gainful employment and improving living standards and working conditions of the masses. As envisioned by Nehru, the public sector have grown in size, investment and production since independence.

It is now, after more that four decades of independence that the very existence of public sector enterprises is being questioned by the people of India A wave of privatisation has engulfed the country, and every where there is a talk of privatising public sector units, on the pretext that so many of them are incurring losses, and the money of the people is being wasted on them. Privatisation is a debatable issue and discussions are being held all over the country regarding this problem. But one thing can still be said that neither "nationalisation" nor "privatisation" are the solution to make loss making industrial units into profitable establishments. Since we do have the example of NTC, which has taken over 125 sick textile mills from the private sector and has had to fight every inch of the way to keep it's head over water "Effeciency" is what is required from the government and from private entrepreneurs, and a strict vigil on all industrial establishments is also required.

One of the foremost conditions which is necessary for effecient working of any industry is that there should be cordial and harmonious labour management relations in the unit. Workers or Human resources, as we can call them is the most essential factor of production. Even though, as time passes, automation and mechanisation has increased but the importance of human resources has not deterred.

Human Resource Management has become an importent aspect of management. The personnel department in all public sectors now have a seperate industrial relations cell whose main duty is to deal with all asspects of industrial relations and maintain cordial labour - management relations.

The public enterprises have an important duty towards social responsibility and social purpose. The special obligations of public enterprises arise out of the fact that it is public in its charecter nature and working. From this charecterstic, two obligations in particular come forward, they are:-

- 1. It's responsibility to uplift the back wardness of regions and people.
- 2. To work as a model employer in its relation with its work force.

At present the industrial relations scene in India, is far from satisfactory, especially so in public sector enterprises. There is full scope for uplifting the quality of human resource management in industry, in order to get more out of investment in the industrial sector.

The present work attempts to study the trend of industrial relations schemes of workers participation in management, trade union, industrial conflicts, methods of settelment of disputes, labour welfare schemes, grievance redressal procedure etc. in all the public sector units in the country, with special reference to the public sector units in Naini Allahabad.

In the first chapter of this research work it has been seen that the industrial relations system, is a result of interaction between the employer, the worker and the government, and it is affected by various external forces like political factors, economic

factors, social factors, technological factors, government policies, the national environment and the global environment. For the purpose of this research, only the Central Public Sector units have been considered, though public sector enterprises comprise of central, state and quasi central units. The first chapter has also given the evolution of public enterprises in India since 1830. Presently, the public sector in India employs 71% of the workers employed in the organised sector, and hence is considered to be a major source of employment to the people of the country. The Labour problems that the public sector units in the country have to face, are unique and they differ greatly to the labour problems faced by the private sectors. This it has been shown is mainly because the employers in the public sector units are also the employees of the government and hence are under constant pressure and have very little power available to them. Therefore their negotiating ability is limited. There is also excessive political interference in the public sectors which is not so in the private sectors.

In the second chapter the nature of research, the design of sample, the methods of data collection used etc. have been explained by the researcher.

The third chapter deals with industrial unrest in public enterprises, here we see that in public sector units, usually a "Go slow" or a "tool down" or a "Pen down" strike are resorted to as a result of which there is a lot of production loss, but no mandays are lost, and usually such strikes are also not reported by the public sector authorities to the government. The factors leading to unrest in public sector have been shortlished as follows-

- (i) Multiplicity of unions
- (ii) Role of Government Machinery and Industrial legislations.
- (iii) Weak and unconcerned union leadership.

The various reasons for an unrest have been classified into the following heads-

- (i) Economic reasons.
- (ii) Personnel reasons.
- (iii) Technical reasons.
- (iv) Political reasons.

(v) Psychological reasons.

Industrial unrest, inevitably results in strikes or lockout at a later stage, if they are not nipped in the bud, and then their effect on production, productivity and the society are bad and harmful.

In the fourth chapter, the three main industrial relations legislations, i.e. the Industrial Dispute Act 1947. The Industrial Employment (standing orders) Act 1946. and the Trade unions Act 1926, have been critically examined and explained in brief. Then, the machinery for settlement of industrial disputes has been explained under the following heads.

- 1. Direct settelment Voluntary measures
- a. Works committee
- b. Grievance redressal procedure.
- c. Collective Baigaining.
- 2. Third party settelment- statutory methods.
- a. Concilliation
- b. Adjudication
- c. Voluntary Arbitration.

It is felt that an effective Grievance Redressal Procedure is very helpful in eliminating disputes, for this an awarencess is necessary among the management and the workers colletive bargaining is also a frequently used method while among the statutory measures, Arbitration is top of the list, as far as workers approvel to the various methods is concerned,

The importance of workers participation in management has grown in the recent past especially so, in the public sector units. Participation denotes not only a more broad minded usage of power, but also sharing of power. It is essential that for effective workers participation in management, the participative forums should deal with important issues, and not just vague and out of the way, and least important topics. The meetings of these forums should be regularly held, and these forums should have some amount of decision making power. Participation, as the name denotes is a two

way process, and the management needs to take suffecient interest and initiative in this direction.

The recent concept of workers participation in ownership has also been dealt with in brief in this chapter.

The fifth chapter deals with the trade unions, and how they affect industrial relations. It has been found that the unions in the public sectors have more expectations from their employers, as compared to their counterparts in the private sectors. The unions in the public sectors have been said to have the following chief charecterstics-

- (i) Multiplicity of unions.
- (ii) Politicalisation of Union.
- (iii) Dominance of outside leadership
- (iv) Low Membership
- (v) Low Finance
- (vi) Absence of welfare activities

Whenever there are any technological advancements in a unit, the unions react to it in one of the following ways,

- (i) Cooperation
- (ii) Obstruction
- (iii) Competition
- (iv) Control.

It is necessary that the unions should cooperate and go along with all the changes that are taking place. Since technological advancements are necessary for proper growth of a unit.

In the sixth chapter the role of management in industrial relations has been emphasized. It has been pointed out that there is a two way relationship between the worker and management, the management and the supervisor, and the worker and the supervisor. Some of the essential qualities in the supervisor, which are necessary from the workers point of view are-

- (i) Cooperativeness
- (ii) Friendly nature
- (iii) Use of minimum authority.

The workers want that the management should maintain good working conditions good service conditions, fringe benefits, good pay, promotion on merit etc.

It has also been pointed out that creating industrial safety is not the responsibility of the management alone, but the workers are equally responsible for it, and they cannot run away from their responsibility, and then blame the management in case of an accident.

The seventh chapter of this research work deals with the survey conducted by the researcher in the public sector units in Naini Out of the five units of the public sector in Naini, Hindustan Cables Ltd. has not been included in the survey, out of the remaining four., the Indian Telephone Industries is the only unit which is gaining profit, all the rest i.e. Bharat Pumps and Compressors Ltd. Triveni Structurals Ltd. and Swadeshi Cotton Mills are incurring losses. ITI also happens to be the biggest unit, both in terms of manpower, as well as production.

The major features noted in the four units as a result of the survey have been as follows-

- (i)Labour Management relations have been mediocre.
- (ii) Union- Management relations have been usually good
- (iii) Labour- Union relation have not been good.
- (iv) The Schemes of worker's participation in management are not being properly implemented.
- (v) Participative forums deal with mainly welfare issues
- (vi) The Basis of promotion is mostly "seniority"
- (vii) The workers want the basis of promotion to be merit.
- (viii) The Grievance Redressal Procedure on an overall view is in effecient, workers are not satisfied by it.
- ix) No inter union rivalry, even in the unit where there are more than one unions

- (x) Not many strikes or lockouts or cases of industrial disputes in all the units.
- (xi) In those units where the average age of the workers is 32-42, the workers are more militant. In the units where the average age is above 42 the workers are more docile.
- (xii) Large number of workers are still illetrate.
- (xiii) The workers and the unions want that the management should implement the scheme of workers participation in management at all levels.
- (xiv) The workers have a lot of expectations from the management...
- (xv) Workers want the management to improve the financial position of the company to bring in more work, to provide raw material on time and to provide the proper infrastructrure to the workers for the production.
- (xvi) There is a lack of information sharing in the units etc.

These are some of the conclusions that have been reached to, as a result of the survey, in the four units., In the next few pages an attempt has been made to come up with certain suggestions so as to deal with the problems which are being faced, not only by these four public sectors but all the public sector units in the country.

It needs no emphasis that for the effecient and economic working of any industry or under taking it is necessary that there should be understanding and cooperation, not only between the labour and management, but the government also. The whole process is like a puppet show, where the strings are controlled by the government through labour legislations, standing orders, the political party in power and various new rules and regulations.

To have good industrial relations, the following conditions need to be fullfilled-

1. Minimise disputes.

PERSONAL PROPERTY. AT

- 2. Effecient Grievance Redressal Procedure.
- 3. One industry, one union
- 4. Workers participation in Management.
- 5. Educated workers.
- 6. Written rules and regulations.

The state has not only the right but also the duty to prevent industrial conflicts and provide machinery for speedy—settelment of industrial disputes to bring about industrial peace which is vital for every country. The Industrial Dispute Act of 1947 has provided for machinery for settlement of disputes. But once a dispute magnifies to the extent where help—has to be taken from government machinery, then a lot of time is consumed in settling—disputes. In his—speech, to the—Indian Merchants Chamber, Bombay , 26th April 1948, Prime minister—Jawaharlal Nehru had said,-

"I appeal to the capital and labour to sink their differences and work for the common good of the countrythere is now no mutual trust between capital and labour and their constant conflicts have affected the strength of the country. Many provinces have now set up industrial courts to settle disputes between them I however hope that both parties will settle their difference themselves, perhaps it is not possible to eradicate all capital labour conflicts, but, I think they can be minimised to a great extent. In pursuing any definite policy, fundamental pre requiste is cordial relations between employers and employees. If this is not forth coming, both are to be blamed."

For the prosperity of an industry, industrial peace and economic justice are necessary. It is therefore necessary that all the labour legislation made by the government should achieve its object of industrial peace. Merely making legislations is not enough, what is more important is that, there should be proper implementation of these legislations. Both the workers and the management effected by these legislations should be thoroughly aware of them. For this it is also necessary that these labour legislations be available in the local language of the area where they are applicable.

Industrial peace and harmonious relations, between employers and employees also depends on satisfactory interpersonal relations between the workers, supervisors and the management. The supervisor acts as the link between the two parties, and represents the management to the workers, For maintaining understanding and good relations between the workers and the supervisors, the workers want that the supervisor should maintain cooperative and friendly attitude. The supervisor should not treat the work force merely as factor of production but as human beings.

Paris Carte da ar interior

Basically the promotion of industrial peace depends on the prevention of industrial disputes. For prevention of industrial disputes it is very necessary that an effecient grievance redressal procedure should be implemented, which is able to provide speedy redressal of the grievances of the workers, This procedure should be simple so that all the workers are able to understand it, and preferably should not require any writing work to be done by the workers, keeping in mind the fact that even today a large, number of workers are illeterate. Small grievances should be nipped in the bud, before they assume serious magnitude, through the works committee.

There should be a rule in all public sector enterprises to have only one representative trade union in a unit. This trade union should be strong and effecient and should maintain a good relationship both with the management and the workers. The union should basically work for the welfare of the workers, but should take up only genuine demands to the management in preventing disputes and maintaining discipline among the workers. Every employer should find in a union the heart of the worker and look to it as an essential part of the appratus of industrial and economic administration.

Implementation and follow up of workers participation in management schemes is very necessary in all public sector units in the country. The studies of WPM in India discloses the fact that there is a great deal of misconception and confustion among the parties with regard to the usefulness of the scheme. Under the socialistic pattern of society, as in India, the public sector has to play the most important part towards economic development in india. Therefore the scheme of WPM must relate it self with Indian Industrial set up and the socio economic setting.

Participation management should be looked at as a device for social education so as to produce solidarity among the working community which will bring gains to them. The, following factor can be helpful in improving the effeciency of workers participation in management -

- There should be a strong union "One union for one industry " principle should be followed'so as to prevent inter union rivalry in the unit
- 2. The union should work on democratic lines, and its members should have faith end

confidence in it.

- 3. There should be consiousness, both on the part of the workers and the employers to work shoulder to shoulder, understanding their full responsibility.
- 4. Participation should include policy making. Having participative forums dealing with" canteen" "sports" "recreation" "transport" etc. does not fulfill the actual aim of WPM. The workers through their duly elected representatives should have a part in the actual decision making, right from the shop floor level, to the board level.
- 5. The workers should be provided adequate participative training, before they are expected to participate in management. This training should impart to them knowledge about both their rights and duties as far as participation is concerned.
- 6. An atmosphere of mutual trust and respect should exist in all the participative forums in an industry.

The number of literate workers in the industry is increasing every year, but even then illeteracy has not yet left its grip on these industries. It is easier for the management to communicate with the workers when they are educated. Therefore it is also the duty of the management that it should implement schemes in the industry which encourage, the workers to get educated. Adult education should be encouraged, and facilities for education should be provided by the management to the workers.

The relationship between the employer and the employee in day to day affairs should not be left to the sweet will of the employer. For this it is important that the standing orders prepared by the employer should be very comprehensive and should cover all the possible aspects of work dealing with the day to day affairs. But still it is upto the employer and the employee, to settlle day to day problems between themselves and avoid disputes. Mere legislation is never enough. It is the proper implementation and enforcement of the legislation, which makes a legislation strong.

Strikes, and lockouts should be discouraged and prevented at all cost. In his speech at the Cordite factory, Aruvankadu, near Ootacummund. on the 2nd of June 1948, Pt. Jawaharlal Nehru said.,_

" "Strikes hold up production, strike is weapon, which should be used with the greatest circumspection but unfortunately it cannot be said that this is being exercised in that

manner, judging from the strikes that are now going on we should have the greatest cooperation of all concerned in the production effort. It would however be unfair if fair remedies are not ensured for workers. We have to device a machinery which will help us to avoid strikes and ensure a fair deal to the workers."

Strikes are a weapon in the hands of the workmen. It should be used sparingly, and the government should take strict action against any illegal strike or illegal lockout. In public sectors, it has also been noticed that the workmen often resort to strikes in the form of tool down, pendown, go slow etc. often these strikes are also not reported by the management to the higher officials, and the loss in production is attributed to power shortage delay in receiving raw materials etc.strict rules need to be made and implemented so that workmen do not resort to such sit in strikes which result in loss in production.

There are certain factors which need to be avoided when wanting cordial labour management relations-

- 1. Multiple unions
- 2.Politicalisation of unions
- 3. Political influence on management
- 4. Outside leaders in unions.

In a democratic set up like India, there are various political parties in the country., and these parties often have trade unions attached to them. Politicalisation of trade unions brings politics right inside the workshops of an industry, and thus spoils the relations among the workers themselves. Political parties also try to influence the management of the public sectors this is specially done by the party in power, and often the management has to do what the party asks it to, at the cost of bringing harm to the unit.

Rules need to be made which absolutely prohibit any interference of the political parties in the unions and management of the public sectors enterprises in the country.

There is also a need to bring about some basic changes in our age old labour legislations like the Trade Unions Act of 1926 and the Industrial Dispute Act 1947. Instead a comprehensive Industrial Relations Act should be made which corrects the defects of the present acts and adds those necessary rules which have been missing in the present acts.

Bad industrial relations, considerably affect effeciency competitiveness, productivity and morale of the organisation. The chances of inharmonious employees and industrial relations in public enterprises are to be minimised and totally eliminated to avoid the catastrophy of collapse.

Unfortunately, what we see all around us in the various public sector enterprises are all the bad effects of politicalisation. Politics is the fundamental cause for spoiling the cordial labour management relations, especially in the public sector.

Along with politicalisation, there has been a growth in the militant behaviour of the unions especially in the age group of 30 to 45 there is a sort of built in attitude for conflict which is highly detrimental for an organisation as a whole.

There has also been no change in the attitude of the managements towards the unions. They still regard it as unwanted and undesirable. Such an attitude also does not help in maintaining cordial relations. Management should realise the importance of a well organised union and should work towards having a good and constructive union in the organisation.

The workers who are the members of a union should have faith in the union, and for maintaining this faith among the workers it is necessary that the trade union leader must act as a representative of all the workmen before the management and should work for the welfare of the workers. The workers should be encouraged to participate in union activities and maintain a good and harmonious relationship within the union also.

We must remember, that good Industrial Relations, do not happen, they, have to be created, just as a good marriage. It requires a lot of hardwork, patience, understanding and cooperation, on the part of both the parties involved.

Hard work is requiered both, on the part of the management and the workers, Participation is very essential and the management should consult the worker representatives in making all policy decisions. Decisions should be communicated to all the workers through the proper communication channel. Authority and responsibility should be delegated to all the line employees, so that they get a sense of belonging ness.

In the following pages, certain recommendations have been given by the researcher to improve workers participation in management, to implement an effecient Grievance Redressal Procedure and to improve Labour Management relations in the public sector units in India. These recommendations are the result of the various findings made by the researcher in the course of the research survey.

1. To improve Workers Participation in Management:-

- (i) Statutary rules to be made both by the central and the state government in this respect.
- (ii) Certain voluntary measures to be taken up by individual concerns.
- (iii) To have shop councils at shop floor, and these shop councils should have diversified power to discuss various aspects of the work and the working conditions, and the shop councils should have the power to take decisions which would further enhance the productivity of the particular shop.
- (iv) To have plant councils which have slightly more power than the shop councils and these plant councils should also be given certain decision making powers because, without the power to make any decisions these councils remain for namesakue only and neither the management nor the workers are interested in participating in these councils.
- (v) Participative training should be imparted not only to the workers, but to the management also. The workers usually have the motivation to participate in manage-

ment, but the management feel that WPM is an added burden to their already expanding duties. Hence the management needs to be trained about participation, and it should be made clear to them what is requiered out of them in these participative forums.

- (vi) There should be equal representation from both the management side and the workers side in all these participative forums.
- (vii) The various participation forums should deal with Policy decisions, Administrative decisions, Sales Production decisions, safety decisions, Welfare issues, Transport facilities, etc. Forums should deal with work related issues mainly, and not just welfare related issues.
- (viii) The decisions taken in these forums should be informed to all concerned people.
- (ix) There should be a system of proper check and control on all the activities of these participative forums.
- (x) There should be regular meetings of these participative forums, and the minutes of the meetings should be prepared, and pasted on notice boards so that they are available for all to see.
- (xi) The workers participation forums should not act as grievance redressal forums. The work sphere and the decision making sphere of the participative forums should be clearly marked and made known to all the concerned parties.

Workers participation in management is a very importent aspect in labour management relations, and the more effeciently they are handeled, the better it is for both the concerned parties. It is very important that WPM becomes a way of life in all the public sector units., because only then will the labour management relations improve to the desired extent.

2. To Improve Grievance Redressal Procedures-

- (i) All the companies should have a written grievance redressal procedure, which should firstly have been decided upon on consultation with the representativas of the workers.
- (ii) The Grievance Redressal Procedure should be made known to all the workers.
- (iii) The procedure should require the complainant to approach the supervisor with the grievance

- (iv) The supervisor should maintain a register of grievances, and approach the department concerned and come up with a solution within 24 hours
- (v) If the complainant is not satisfied he should be given a copy of his complaint (as given to the supervisor and with the supervisors suggested solution) and he should approach the department head, the department head should give his answer with in 48 hours
- (vi) If the complainant is still not satisfied the department head should refer the grievance to the grievance committee.
- (vii) The Grievance Committe should be a permanent body, having management and worker representatives from all the department and they should give a fair hearing to the complainant. And investigate the matter and should come with a solution within seven days. And their decision should be final, not to be overruled by anybody else within the company.
- (viii) There should also be a written list of all grievances which may be settleed at company level.
- (ix) The procedure should always be timebound
- (x) The minimum amount of written work should be required to be done by the complainant.
- (xi) All the officers incharge of hearing grievances should be properly trained in the various aspects of solving grievances.
- (xii) The written procedure should always be followed

3. To Improve Labour Management Relations-

- (i) One of the foremost steps which need to be taken as regards improvement in labour management relations is that corruption should be removed from the root. Both on the management and the workers side. A just and fair atmosphere is very necessary for the proper growth of a company Stricter rule should be made which control corruption.
- (ii) Good and effecient information flow is also very necessary for good labour management relations All decisions made by the management should be made known to the workers as soon as possible.
- (iii) There should be an enlightned management, where the management is professional, well informed, and should take interest in collective bargaining.

- (iv) The trade union should be well developed and strong. There should be one union for one industry. A healthy and strong trade union needs to be recognised, developed and nutured by the management so that both understand their roles as effective partners in the progress of the organisation.
- (v) Whenever there is a problem in the industry, both the management and the union should have unanimity of objectives, and should work, towards the resolution of the conflict and nothing else.
- (vi) There should be an absolute minimum of political interference. There should neither be a politicalisation of management. nor politicalisation of union. Healthy industrial relations can prevail only when the management realise their role responsibilities. Workers feel committed to the objectives when the government do not pamper either of the parties for political gains.
- (vii) To improve the labour management relations the management should strike for real happiness and prosperity Increasing the take home cash does not lead to real happiness or prosperity. What is actually required is real involvement with the employers and if possible with their families also. This will create personal indebtness of not only the employee, but also his family towards the company. It will also develop a greater degree of mutual dependence, and decrease the communication gap, and create a congenial atmosphere.
- (viii) The promotions, especially in the non management cadre should be from within the organisation. Promotion from within provide motivation, people will work harder if they know this will lead to promotion. It also improves employee moral. The decision about whether promotions are to be based on merit, ability or seniority should be judiciously taken and with consultation from the union.
- (ix) In the changing socio economic -politic milieu, if the management wishes to establish their control over the workers they have to be more responsive not only to the lower level needs of the workers, such as money and security, but have also to meet their social /psychological needs, i.e. need for real concern, growth and development, etc. The managers should adopt new methods for job enrichment in order to enhance the level of job satisfaction.
- (x) The management should have adequate interest in the proper training and development of the workforce. This will bring in a healthy change in the attitudes of the workman towards their superiors and their concern. They should be told and made to

feel that they are equal partness in the running of the industry. Training and development requires to be planned systematically in consultation and involvement of workman, so that the necessary benefits are available to the workmen.

- (xi) Our archaic and obsolete labour laws need to go through a complete transformation. They have to be changed according to the need of the present times.
- (xii) Workers and unions should be made a ware of their obligations and duties along with their rights.
- (xiii) Indiscipline among the workforce has to be curbed, by means of stricter rules and a constant vigil from the management side.

Enterprises in India, need a lot of change to be brought to them. The industrial relations, which are present at the moment can not be said to be good, they require a lot of improvements. For this not only changes are required in the various government legislations but more important new and more innovalive voluntary steps are required to be taken by the management, the union and the workers of all the public sector enterprises in the country.

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Name of the University - BUNDELKHAND UNIVERSITY

NAME OF THE INSTITUTION - BUNDELKHAND POST GRADUATE COLLEGE,
JHANSI, (U.P.)

DEPARTMENT

- DEPARTMENT OF COMMUNICE. BUSINESS

ADMINISTRATION

TITLE OF STUDY

- " INDUSTRIAL RELATION IN PUBLIC

ENTERPRISES IN INDIA 4 A SPECIAL STUDY

OF PUBLIC SECTOR UNITS IN NAINI.

ALLAHABAD)"

Dear Sir,

I would like to introduce myself as "Research Scholar"

Faculty

studying for Ph.B in the Bundelkhand University, in the Department

of Commerce. I think that you are the right person to contribute

your opinion towards the above mentioned problem.

Here are a set of questions per taking to the above topic. You are requested to read each question carefully, and give an answer to it as required in the question in the appropriate place. Some times you are requested to give your answer in writing, this might take some of your valuable time. Kindly oblige me by sparing a few minutes.

Let me assure you that your response will be kept strictly confedential and will be used for research purpose only.

Thanking you,

Dated-

Your's Sincerely,

Place -

Address - Ms. APARNA RAG

C/o Dr. RAJ

NEW ROAD,

JHANSI, (U.P.) 284001

(MS. APARNA RAJ)

QUESTIONNAIRE

FOR CHIEF PERSONNEL MANAGERS.

1.	Name of the	organization:			
2.	Name:				
3.	Age :	e			
4.	Educational C	ualifications :			
5.	Work Tenure :				
6.	Tenure in pre	sent Organizati	on:		
7.	Tenure at pre	sent post :			
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11. Give a list of the causes that according to you lead to

labour disputes.

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- 34. What expectations do you have from the trade unions in working forwards improving labour-management relations in your organization.
 - (i)
 - (**ii**)
 - (iii)
 - (iv)

Thanking you for your help and cooperation

(MS. APARNA RAJ.)

पृश्नो त्तरी

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141 प्रौद्ध शिक्षा
15। कोई और स्पष्ट करें।
23. निम्न में ते किन क्षेत्रों में आप के अनुसार भागीदारी आवश्यक है9 । जो क्षेत्र
आप के अनुसार ज्यादा महत्वपूर्ण हो उन के आगे।, न से कम के आगे 2, 3
।।। नीति न्थार्ष
121 केल्याण कार्य
131 विकृति तथा उत्पादन सम्बन्धी कार्यकुम

<u>प्रनोतरी</u>

कर्मचारी के लिए

1. तंत्थान का नाम:		
2. आपका नाम:		
उम्न :		
4. वेतनमान:		
5. 身中 :		
6. इस पद पर काम करने की अवधि		
7. कहा के रहने वाले है. 9		
8. शैक्ष णिक यो ग्यता	ग्रामीण क्षेत्र / शहरी क्षेत्र	Ā
।।। कोई औपयारिक विकास		
्राइमरा । प्रारम्भिक जिल्हा ।	1 1	
ं द्यामक	1	
141 स्नातक	1 1	
15! तकनीकी		
9. व्यवसा यिक स्तर	1 1	1
।।। प्रशिक्षत		
121 अप्र शिक्षत		
10.		
।।। स्थाई	• •	
121 अत्याह		
13। अप्रेटंस प्रशिष्ठ		
141 प्रोकेशनर राज्य		
4 प्रोकेशनर ।परीक्षाणाधीन कार्यकर्ता'।		

	131 पैता	I 1	
	141 स्तर में बढ़ोत्तरी	1 1	
	151 कोई और ।स्पष्ट करें।	1 1	
19.	यदि आप को सुद्धाव देने पर कोई इनाम नः	डी मिने तो क्या आप त	TOT.
	भी मुझाव देंगे १		้าจี้
	हाँ ।	e .	
	ਜ ਈ ।		
20.	आप की संस्थान में शिकायतें दूर करने का प्र	ाक्रिया। Grievance ha	andling
	Procedure) । कितनी सक्षम है १ । दिए गा	र स्केन [Scale] पर दः	गरें ▮
	0 1 2 3	4	5
•	बहुत सक्षम	বি ল্কুল ১	 १धम नहीं
21.	क्या आप को लगता है कि इस संस्थान में प	ाटौ न्नति के अवसर काफी	न है o
	हाँ ।		· · · ·
	ਜ ਵੀ		
22		3 0 4	
22.	आपके विभाग में पदौ न्नति किस आधार पर	होती है १	
	योग्यता ।		
	वरिष्ठता के आधार		* .
	पर		,
	आप कौन ता आधार उचित लगता है ?		
23.	क्या आप की संस्थान आप को अपनी नी ति	ग्यों के विषय में समय स	मय -
	पर जानकारी देती रहती है 9		
ş.	हाँ ।		
	नहीं ।	Very very transfer	
24.	जब आप को काम करते हुए कोई परेशानी स	गमने आती है, तो क्य	ा आप
	अपने निरीक्षक । Supervisor । के पास जा	कर अपनी परेशानी का	EM
	क्षोज लेते है १	V [∓]	
	er'		

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